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Qatar 2026

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Education ♦ Health & Wellness ♦ Tourism & Sports



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Qatar 2026

From Resilience to Global Leadership

Research for our 11th edition on Qatar, *The Business Year: Qatar 2026*, began under the central theme of “from resilience to global leadership,” a topic that has only become more relevant following regional conflict between Israel/US and Iran. The majority of interviews and research conducted for this edition happened pre-conflict. Readers should note that certain projections, particularly those relating to LNG production volumes, North Field Expansion timelines, and Ras Laffan industrial activity, were recorded before strikes on Qatar’s energy infrastructure. That said, the insights from more than 120 senior figures across government institutions, state-owned entities, and leading private-sector companies contained within remain a factual assessment of the country’s economic foundations.

Qatar’s economy continues to demonstrate resilience amid global uncertainty. GDP growth was estimated at 2.8% in 2025, according to World Bank estimates, supported by strong fiscal buffers, disciplined public finances, and sustained public investment. While hydrocarbons remain central to exports and public revenue, non-hydrocarbon activities now account for over 60% of real GDP, highlighting steady progress in diversification and offering up an important bulwark during times of supply disruptions.

The theme of the edition reflects the role of the public sector in driving this transition. Through long-term strategies, large-scale investment programs, and structured collaboration with the private sector, government institutions are accelerating innovation, strengthening competitiveness, and deepening global integration. Several major initiatives launched over the past year underline this direction. Invest Qatar announced USD1 billion in new incentive programs aimed at attracting FDI to advanced manufacturing, logistics, technology, and professional services. In parallel, Qatar has reinforced its focus on AI, including the creation of Qatar AI, alongside a strategic cooperation agreement with Scale AI to support AI adoption across government and priority industries.

Infrastructure investment remains a key pillar. The Public Works Authority continues to execute a QAR12 billion infrastructure program. Beyond planned programs, regional developments have introduced an additional infrastructure imperative: the assessment, protection, and where necessary, restoration of Qatar’s energy production facilities, with the continuity of international supply commitments a central priority.

Qatar is also extending its international positioning through sports and entertainment. Building on an established track record of hosting major global events, the country has recently confirmed its bid to host a future Olympic Games, reinforcing confidence in its institutional capacity, infrastructure, and global visibility in this sector.

The Business Year: Qatar 2026 is the result of months of on-the-ground research. As the eleventh consecutive edition dedicated to Qatar, it provides continuity and comparability, offering investors, executives, and policymakers a clear reference on the country’s economic trajectory and its shift from resilience toward global leadership, especially during this challenging period for the region. ✖

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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EXECUTIVE SUMMARY

Qatar's economy in 2026 is maturing into a structurally diversified model that balances its historic strengths in energy with rapidly expanding sectors in services, industry, human capital, and quality-of-life industries.

Strategic national frameworks such as Qatar National Vision 2030, the Third National Development Strategy (2023–2027), and sectoral plans in education, health, and food security are driving Qatar's transition toward sustainable, inclusive, and innovation-led growth.

ECONOMIC GROWTH AND DIVERSIFICATION FRAMEWORK

Qatar's real GDP registered continued expansion in 2025 and early 2026, supported by strong non-hydrocarbon growth that now represents more than 60% of total output. Non-energy sectors such as logistics, tourism, manufacturing, finance, and services have driven momentum, cushioning the economy from volatile global energy markets. As of late 2025, the Logistics Performance Index placed Qatar among the top-tier globally in efficiency and infrastructure, reflecting strategic investments in multimodal connectivity, a foundation that now carries additional strategic weight as Qatar manages supply chain continuity amid regional disruption.

The Third National Development Strategy reinforces diversification, human development, private-sector participation, and sustainability. Key targets include increasing non-hydrocarbon contributions to GDP, improving labor market participation among Qataris, and enhancing productivity through technology and skills development.

ENERGY SECTOR: RESILIENCE, RECONSTRUCTION, AND THE SUSTAINABILITY LENS

Hydrocarbons remain foundational, with Qatar holding its position as one of the world's leading liquefied natural gas (LNG) producers. The North Field Expansion project had been progressing toward its 2027 completion, targeting LNG production capacity of 126 million tons per annum. However, reported strikes on Ras Laffan Industrial City, Qatar's primary LNG production and export hub, have introduced material uncertainty into these timelines and output projections. The immediate priorities for QatarEnergy and the state are damage assessment, infrastructure security, and the protection of long-term supply agreements with partners in Asia and Europe.

FINANCIAL SERVICES AND DIGITAL FINANCE

The financial sector remains a pillar of economic stability and modernization. Total banking sector assets surpassed QAR2.2 trillion by late 2025, supported by robust capital buffers and asset quality. Islamic finance continues to expand, with shariah-compliant assets estimated above QAR700 billion, underscoring strong demand for ethical finance solutions. Regulatory oversight by both the Qatar Central Bank and the Qatar Financial Markets Authority (QFMA) promotes market integrity, investor protection, and innovation. QFMA has introduced reforms to deepen capital markets, diversify listed instruments, and improve access for institutional and retail investors. Maintaining investor confidence and stable capital flows during a period of regional security risk remains a key near-term priority for Qatar's financial regulators.



**AGRICULTURE AND INDUSTRY:
LINKED FOR RESILIENCE AND SELF-SUFFICIENCY**

Through the National Food Security Strategy 2030, domestic production of vegetables, poultry, and dairy has risen substantially. Vegetable self-sufficiency rates have approached 50% during peak seasons, and Qatar now counts more than 150 commercial farms employing hydroponic, greenhouse, and controlled-environment technologies. These agricultural advances are tightly integrated with industry. Local food processing facilities are increasing capacity for packing, cold-chain logistics, and value-added products, reducing dependence on imports. The regional conflict has underscored the strategic importance of these investments with new urgency, as supply chain disruptions and import route volatility reinforce the case for accelerated domestic food production. Qatar’s industrial base now includes over 1,200 manufacturing enterprises, spanning construction materials, petrochemicals, plastics, and food processing. Industrial strategies emphasize public-private partner-

ships, specialized industrial zones, and incentives to attract FDI, particularly in light manufacturing and sustainable production.

TRANSPORT, LOGISTICS, AND TRADE CONNECTIVITY

Qatar’s logistics ecosystem remains a competitive regional hub, supported by world-class infrastructure. Hamad Port, one of the largest transshipment hubs in the Middle East, handles more than 1 million TEUs annually, with ongoing expansions enhancing capacity and intermodal connectivity. Hamad International Airport (HIA) continues to perform strongly, serving over 50 million passengers annually and handling significant cargo volumes that support both trade and e-commerce. Public transport systems, including the Doha Metro and integrated bus networks, enhance internal connectivity and contribute to reduced congestion and emissions.

TOURISM, LIFESTYLE, AND CULTURAL ECONOMIC ACTIVITY

The country continues to fuel tourism and event-driven economic activity. Qatar welcomed a record number of international visitors in 2025, with government tourism targets aiming for 10 million annual visitors by 2030. Qatar is increasingly recognized for cultural hotspots, luxury hospitality, sporting events, and lifestyle experiences that appeal to global travelers. Major cultural institutions such as the Museum of Islamic Art, national heritage sites, and festival circuits have elevated Qatar’s cultural footprint. Sporting calendars, from golf and tennis to international marathons, attract global audiences and reinforce the nation’s soft power. Retail and entertainment precincts, such as West Bay and Lusail City developments, enhance lifestyle appeal for residents and expatriates alike.

EDUCATION: INVESTING IN HUMAN CAPITAL

Human capital development is central to Qatar’s long-term economic goals. Education spending accounts for a significant portion of public investment, with plans to expand technical and vocational training in alignment with market needs. National initiatives like the Education 2030 Strategy aim to increase STEM proficiency, digital literacy, and research innovation. Partnerships with global universities and the country’s growing edtech ecosystem have positioned Qatar as a regional center for higher education excellence.

HEALTHCARE: QUALITY, ACCESS, AND MEDICAL INNOVATION

Healthcare remains a priority for social development and economic diversification. Qatar’s health infrastructure investments include expansions of specialty hospitals, preventative care systems, and AI-enabled diagnostics. Public health outcomes have improved, with rising life expectancy and reduced rates of chronic disease mortality. Qatar is also positioning itself as a destination for medical services in the region. Investments in cutting-edge facilities, cancer and cardiac care centers, and medical research labs are driving both improved domestic care and regional health tourism.

**EVENTS, CULTURE, AND LIFESTYLE:
SOFT POWER AND GLOBAL VISIBILITY**

Beyond traditional sectors, Qatar’s events and lifestyle economy has become a significant contributor to diversification and global branding. Major sporting tournaments, international exhibitions, cultural festivals, and high-profile conferences continue to draw global audiences. Doha hosts world class museums, art institutions, and design platforms that reinforce its cultural positioning. Luxury retail districts, waterfront developments, and mixed-use urban projects enhance quality of life and attract expatriate professionals and investors. The country’s growing calendar of global events supports hospitality, aviation, retail, and entertainment sectors, creating multiplier effects across the economy. Qatar’s sustained international visibility through culture and sport also plays an important role during periods of geopolitical tension, reinforcing its identity as an open, stable, and globally connected nation. ✖

GDP PER CAPITA (2024)

SOURCE: THE WORLD BANK

USD76,688.7

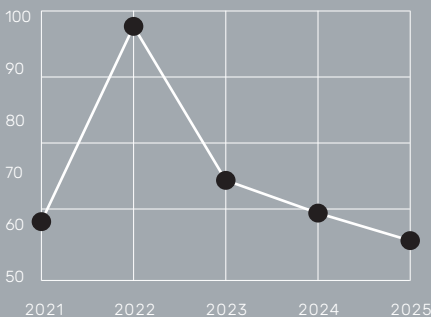
INFLATION (2024)

SOURCE: STATISTA

1.22%

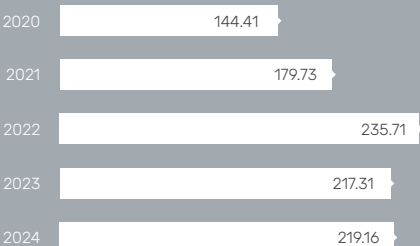
TRADE BALANCE (USD BN)

SOURCE: FOCUS ECONOMICS



GDP (USD BN)

SOURCE: THE WORLD BANK



FEB 24, 2025

Qatar signs a five-year AI partnership with US firm Scale AI to introduce AI tools across government services, marking a major step toward digital transformation and administrative efficiency.



MAY 14, 2025

The White House says US and Qatar deals would generate major economic exchange, including a headline Qatar Airways agreement to buy up to 210 Boeing widebody aircraft with GE engines.



MAY 21, 2025

Invest Qatar launches the USD1 Billion Incentive Programme, designed to accelerate investment and diversification in the economy, offering support to sectors like technology, logistics, advanced industries and financial services.



MAY 24, 2025

The Qatar Economic Forum 2025 convenes leaders, policymakers, and global investors to discuss economic transformation, diversification, and strategic opportunities shaping the Gulf's role in the global economy.



JUL 22, 2025

Qatar submits a formal bid to host the 2036 Olympic and Paralympic Games, a strategic first for the region that, if successful, would position the country as the first Gulf host and create long-term infrastructure and tourism momentum.



SEP 29, 2025

Qatar is awarded a QAR12 billion (USD3.3 billion) package of infrastructure contracts, signaling a fresh cycle of public works activity with near-term execution timelines and longer operations and maintenance components.



NOV 25-26, 2025

MWC Doha 2025, a major global mobile technology and connectivity event, takes place, highlighting Qatar's role in innovation, digital transformation, and the telecoms sector.



DEC 17, 2025

Qatar ramps up efforts in the AI infrastructure race, including the launch of Qai, an artificial intelligence company, and a USD20-billion venture with Brookfield as a flagship move to attract hyperscalers and scale data center capacity.



MAR, 2026

Qatar comes under fire following the launch of military hostilities by the US and Israel on Iran.



CONTINUED *progress*

Qatar National Vision 2030 will play a key role in helping the nation achieve comprehensive and sustainable development and national progress via targeted investment and stronger private-sector engagement.

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

THE THIRD NATIONAL DEVELOPMENT STRATEGY aims to achieve seven main national outcomes for the next five years, covering 16 sectors and eight economic clusters. Indicators reveal a promising economic performance, as the Qatari economy maintains a strong growth pace. It recorded a growth rate of 2.4% in 2024 and a rate of 1.9% year-on-year in 2Q2025. Non-hydrocarbon sectors have played a key and supportive role in sustainable development.

State institutions continue their efforts to concretize the Qatar National Vision 2030 into a tangible reality, reflecting a firm commitment to achieving comprehensive and sustainable development aspirations. During the past period, the State has made significant qualitative leaps in the fields of energy, infrastructure, education, healthcare, and social welfare, in addition to strengthening its position as an attractive destination for investments in competitive sectors such as technology and tourism. There is a need, however, to work on doubling the efforts to achieve further accomplishments in these areas.

The State continues to implement a financial policy based on discipline and sustainability by adopting a conservative estimated oil price to ensure realistic revenues and efficient resource management, while prioritizing projects and programs that form the core pillars of the Third National Development Strategy, especially in the areas of economic diversification, human capital development, and innovation enhancement.

The energy sector has continued its confident growth despite economic and geopolitical challenges, overcoming the effects of regional conflicts while ensuring the continued production and uninterrupted global supply of energy. QatarEnergy continues to implement its projects both inside and outside the State of Qatar.

In the field of renewable energy, two solar photovoltaic power plants have been inaugurated in Ras Laffan and Mesaieed, an achievement that reaffirms our firm commitment to staying on the path of environmental sustainability and the gradual transition toward clean energy.

Economic and human development are inseparable from investment in education, which is the foundation upon which our renaissance stands, and the means by which we shape our future. Qatar is transitioning to a new stage in terms of the scale of its economy and its role. Development entails certain requirements, and this stage demands the elevation of the citizen's role and awareness of their responsibilities. It also requires openness to new ideas and keeping pace with scientific, technological, and cultural advancement on a global level. At the same time, as living standards and social welfare improve, some negative manifestations that befall consumer societies begin to emerge, along with a growing tendency toward dependence on the State. We must encourage the youth to seek meaning and purpose in their lives through work, self-development, and contributing to the good of the nation and society.

The State pays great attention to supporting and stimulating the private sector. In this regard, Qatar Development Bank, alongside other relevant government entities, plays a key role in this regard by providing a wide range of financing, insurance, and guarantee programs. As part of enhancing the competitiveness of the private sector, the State is working on a program aimed at opening investment opportunities in selected projects and assets, thereby creating avenues for the private sector to manage and operate them. This, in turn, strengthens the attraction of foreign investments and increases efficiency in operations and spending across selected vital sectors.

In the field of partnership with the private sector, some ministries, such as the Ministry of Municipality, are seeking to shift from an operational to a regulatory role by assigning certain functions in some areas to the private sector.

Based on our keenness to develop the justice system in the State and to establish necessary mechanisms ensuring the prompt settlement of lawsuits, as justice delayed is justice denied, as I have mentioned on previous occasions, the Supreme Judicial Council continues its efforts in this regard. Recent statistics on case resolution rate in courts have shown improvement in lawsuit resolution percentages and a reduction in the average duration of litigation, an improvement that has become noticeable to litigants. ✖

**Excerpt of a speech given by the Amir at the 54th ordinary session of the Shura Council, October 21, 2025.*



MANATEQ

THE CATALYST FOR SUSTAINABLE, HIGH-VALUE INDUSTRIAL AND LOGISTICS GROWTH



Manateq is Qatar's national platform for industrial and logistics development, serving as a catalyst for sustainable, high-value investor growth. Through a network of strategically located industrial zones, logistics and warehousing parks, Manateq offers world-class business environment, reliable infrastructure, integrated facilities, and end-to-end business support.

Go to manateq.qa



Economy

BUILDING *confidence*

QATAR enters 2026 with reinforced economic stability, supported by strategic diversification, prudent fiscal planning, and a regulatory environment designed to encourage long-term private investment. Real GDP is forecast to gain further momentum, with the World Bank projecting a 5.5% in 2026 and averaging 4.1% from 2025 to 2029. These outlooks reflect a broader structural transition in which energy remains an important base, but economic performance is increasingly driven by resilience in non-hydrocarbon sectors, expanding domestic demand, and a rising services economy. Household consumption is expected to grow by around 5% in 2025, supported by young population dynamics, new employment creation, and the continued scaling of retail, entertainment, tourism, and education markets.

Sheikh Khalifa bin Jassim bin Mohammed Al Thani, Chairman of the Qatar Chamber of Commerce and Industry, told TBV, “We support SMEs, promote public-private partnerships, and facilitate dialogue on major national projects, ensuring private sector participation in economic diversification efforts.”

The diversification agenda is being operationalized through a more modernized investment climate. Regulatory simplification, streamlined market-entry channels, and updated commercial compliance frameworks have reduced administrative friction and accelerated investor onboarding, particularly through Invest Qatar and the Ministry of Commerce and Industry. These reforms are not only improving transparency, but also enabling

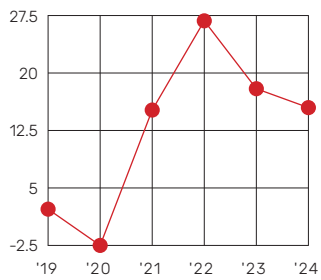
stronger private-sector participation and the establishment of new international firms across professional services, digital platforms, advanced logistics, and financial solutions. The emphasis is shifting from one-time market access to long-term ecosystem anchoring, where companies are supported in localization, skills development, and operational continuity.

Innovation capacity is becoming an economic driver in its own right. The Qatar Research, Development and Innovation Council (QRDI) has scaled its Innovation Opportunities program, matching national demand with private R&D supply chains, while QSTP’s more than 150 resident companies and graduates now generate increasing commercialization outputs in cybersecurity, ed-tech, cloud solutions, and sustainability tech. Grant-backed pilots, intellectual property support, and investment-readiness programs are enabling a shift from research dependency to market-based product development.

The entrepreneurship architecture has also matured. Qatar Development Bank continues to deploy interest-subsidized financing, export readiness schemes, and its Venture Capital Fund, which supports scale-stage startups. The SME ecosystem has expanded through cross-platform support from M7, Studio 5, the Digital Center of Excellence, and thematic incubators in climate tech, fintech, and creative industries. Together, these platforms are cultivating an employment base with skills aligned to a knowledge-first economy rather than a construction-first cycle. ✖

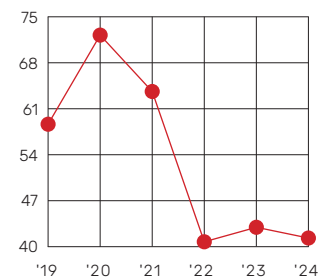
CURRENT ACCOUNT BALANCE (% OF GDP)

SOURCE: WORLD BANK



GOVERNMENT GROSS DEBT (% OF GDP)

SOURCE: IMF



FDI, NET INFLOWS (% OF GDP)

SOURCE: WORLD BANK

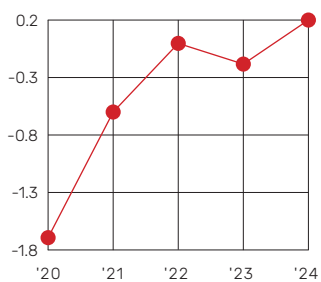


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HIGHEST *priorities*

The Ministry of Justice is driving long-term institutional development by restructuring key sectors, launching a fully integrated digital justice system, and expanding professional training to elevate national legal standards.

Ibrahim bin Ali Al Mohannadi
MINISTER OF JUSTICE & MINISTER OF STATE
FOR CABINET AFFAIRS

How do you envision your leadership contributing to the long-term institutional development of the State of Qatar?

We work within an integrated government framework, representing the vision of His Highness Sheikh Tamim bin Hamad Al Thani in achieving the objectives and competences outlined in Amiri Decree No. (3) of 2025. As the government's mission is to manage the state and its resources and to achieve the highest efficiency and productivity from these resources, we have placed these objectives at the forefront of our priorities. Accordingly, new sectors have been established within the Ministry: State Cases Affairs Sector and International Agreements and Cooperation Sector, in addition to the existing sectors within the Ministry, which have been activated and strengthened with new administrative units. This aims to align with the requirements of national development and the ministry's objectives of enabling the legal sector to perform its role needed in advancing the state's development process, aligning with the goals of the Third National Development Strategy 2024-2030 and contributing to the realization of Qatar National Vision 2030.

The ministry has unveiled its 2025-2030 strategic plan: Toward an Integrated Justice System. What are the most ambitious initiatives within this plan?

We launched an integrated strategic plan in alignment with the state's ambitious vision for development in its judicial and legal aspect, which is ultimately a guarantee for investment and development. What distinguishes our work recently in the Ministry of Justice is that it meets the needs of the state and serves its development projects and ini-

tatives. The most noticeable initiatives we are working on within the competences of the ministry sectors, including working on implementing a pioneering integrated judicial project to automate services for agreements, international cooperation, experts, lawyers, and arbitration. This project includes more than 100 e-services within the digital transformation of these fields, providing integrated self-service digital services through a unified platform for experts, lawyers, and arbitrators. There is a plan to develop the Qatari legal portal (Al-Meezan), which is a completely new project that includes developing the Al-Meezan legal portal.

How does the ministry work to enhance professional standards, ensure quality, and develop local legal professionals to align with international standards?

We are keen to develop the legal profession and elevate its status as an integral part of the legal system that supports the establishment of effective justice. As part of modernizing the legal framework governing the work of lawyers, His Highness recently issued Law No. (19) of 2025 amending certain provisions of the Code of Law Practice issued by Law No. (23) of 2006. This law includes amendments drafted by the Ministry of Justice that represent a qualitative leap in the development of the legal profession and enhance its role as a key partner in protecting rights and preserving freedoms. The new amendments also reflect the state's commitment to supporting the private sector and providing an attractive environment for practicing freelancing. To develop legal personnel, we have reviewed the training programs conducted by the Center for Legal and Judicial Studies, which is the legally competent center for

preparing lawyers and national legal personnel in various government entities. The center is currently introducing an annual plan for specialized legal training that includes a major path for continuous development and specialized legal training programs for various legal categories in the country. Approximately 110 legal professionals, including 16 trainee lawyers, are benefiting from the legal training programs in 2026. It is worth noting that 2025 witnessed a significant leap forward in legal training, with 2,472 legal professionals participating in various training programs and courses. The number of training courses increased by 14.6%, while the number of government legal employees benefiting from these programs and courses rose by approximately 24.78%. ✖

BIO

Ibrahim bin Ali Al Mohannadi was appointed Minister of Justice and Minister of State for Cabinet Affairs in January 2024. He previously held several positions in the legal sector. Between 2013 and 2024, he served as director of the legal affairs department at the Amiri Diwan with a ministerial rank. Before that, he worked in various entities across Qatar, including the Armed Forces, where he held the rank of second lieutenant between 2004 and 2005. Al Mohannadi has participated in many joint professional committees in the legal field locally and internationally and prepared and reviewed various regional and international publications and agreements. He holds a bachelor's degree in law from Durham University in the UK and a master's degree in law from the University of Swansea in Wales.



LONG-TERM *agenda*

QCCI continues to play a key role as the unified voice of the private sector with the government, ensuring businesses are actively represented in economic policymaking.

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

QCCI's 2025-2030 strategy has a strong focus on service development, sustainability, and stronger private-sector representation. How does this new strategy reposition QCCI to better support Qatar's economic agenda?

Through our 2025-2030 strategy, QCCI is repositioning itself as a strategic partner in national development, fully aligned with Qatar National Vision 2030 and the Qatar's Third National Development Strategy. Our objective is to strengthen QCCI's role as the unified voice of the private sector, ensuring businesses are actively represented in economic policymaking and that their perspectives contribute to improving the business environment, enhancing competitiveness, and attracting investment. Sustainability is embedded as a core principle, encouraging responsible and future-ready business practices, alongside targeted support for SMEs and entrepreneurs. Together, these priorities enable QCCI to serve businesses more effectively while reinforcing its role in advancing Qatar's long-term economic agenda. This approach reflects our conviction that a strong, engaged private sector is essential to achieving sustainable and diversified economic growth in Qatar.

How does QCCI strengthen its influence to ensure private sector priorities are reflected in Qatar's economic policymaking today?

By aligning the private sector's priorities with Qatar National Vision 2030, QCCI strengthens its influence as the primary institutional link between businesses and government. The chamber plays an active role in advisory councils and economic committees, where it contributes data-driven recommendations on competitiveness, regulation, and investment frameworks. It systematically gathers feedback from companies and sectoral committees, translates these inputs into clear policy positions, and presents them through structured consultations with ministries, regulators, and legislative bodies. QCCI supports SMEs, promotes PPPs, and facilitates dialogue on major national projects, ensuring private sector participation in economic diversification efforts. Through its international outreach and engagement with global chambers and investors, it also reinforces the credibility of the private sector's voice, helping ensure that business priorities are consistently reflected in Qatar's economic policymaking and reform agenda.

How is QCCI using technology and data tools to improve business intelligence, connectiv-

ity, and competitiveness for its members?

QCCI approved a comprehensive 2025-2030 strategy that explicitly positions digital transformation and the digital economy as core strategic pillars. We are actively using digital transformation, data platforms, AI, and global digital initiatives to enhance business intelligence, streamline services, connect members domestically and internationally, and strengthen the private sector's competitiveness. These efforts underpin its broader mission to support a modern, knowledge-driven economy in Qatar. QCCI's strategy includes leveraging Qatar Chamber's international networks to expand digital connectivity, attract foreign investment, and enable cross-border business intelligence exchanges. This includes digitalizing all chamber services and leveraging AI in daily operations to improve efficiency and responsiveness. QCCI has shifted many key services online, processing tens of thousands of transactions illustrating a move toward faster, more efficient digital services that save time and improve business operations for members.

How does QCCI position Qatari companies to partner with international investors and capital markets?

QCCI has been strategically supporting the private sector to ensure it is well-prepared to attract both local and foreign investment. As Qatar accelerates its diversification agenda, reducing dependence on hydrocarbon revenues, the private sector is emerging as a critical driver of sustainable growth. Qatar Chamber supports the policies and regulations that enhance the investment climate, including business-friendly laws, simplified licensing procedures. It facilitates international partnerships by connecting Qatari companies with global investors through trade missions, business forums, and networking events, enabling local enterprises to showcase their capabilities and explore joint ventures. The Chamber also promotes investment readiness by providing guidance on corporate governance, financial transparency, and international compliance standards, making Qatari companies more attractive to foreign investors and capital markets. In essence, Qatar Chamber serves as both a catalyst and enabler, equipping Qatari businesses with the skills, credibility, and networks needed to engage confidently with international investors. Through these efforts, it strengthens the private sector's role in Qatar's economic diversification and long-term sustainable growth. ✖

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.



STRATEGIC *engagement*

QFFD is Qatar's international development provider dedicated to promoting sustainable development and mobilizing humanitarian aid, inspired by Qatar National Vision 2030.

Fahad Hamad Hassan Al-Sulaiti
DIRECTOR GENERAL,
QATAR FUND FOR DEVELOPMENT (QFFD)

How has QFFD evolved its strategy to become a benchmark in international economic cooperation?

Since its establishment, QFFD has disbursed over USD7 billion across more than 100 countries, supporting critical sectors such as education, health, economic empowerment, and humanitarian assistance, while addressing cross-cutting challenges like climate resilience, food security, and sustainable infrastructure. This foundation enables QFFD to respond effectively to both urgent needs and long-term development priorities. In March 2025, QFFD adopted a new strategy focused on innovative, scalable, and catalytic financing. Beyond traditional grants, QFFD now deploys concessional loans, guarantees, green bonds, and selective financial swaps to mobilize additional capital, share risk, and achieve sustainable outcomes. In 2025 alone, QFFD expanded cooperation with over 60 partners and strengthened ties with major development banks, including the World Bank, AfDB, ADB, and IDB, aligning national priorities with global frameworks. These efforts are fully aligned with Qatar National Vision 2030 and Qatar's International Cooperation Strategy, emphasizing sustainability, economic diversification, and human capital. QFFD is also investing in institutional capacity within Qatar to export expertise globally, positioning Qatar as a leading hub for development cooperation and future strategic engagement.

Water scarcity and electricity continuity are pressing issues in many regions. What type of projects is the fund supporting to address these challenges?

QFFD supports integrated, large-scale infrastructure projects that restore essential services, strengthen resilience, and enable long-term recovery while addressing urgent needs. Energy and water investments align with national priorities and development strategies and reliable electricity is key to economic revival. QFFD projects stabilize power supply, restore value chains, and create jobs. In Tajikistan, we signed a QAR182-million loan agreement with the Ministry of Finance for the Rogun Hydropower Plant to boost energy security and sustainability. Regionally, a USD-100 million loan agreement with the GCC Interconnection Authority supports Oman's grid expansion, enhancing integration and reliability. In Syria, QFFD invested over USD760 million to restore energy infrastructure, expanding access to reliable electricity. In Cuba, QFFD and the United Nations

Development Program signed a USD4.5-million grant agreement to improve access to clean energy for cooking and support safer water consumption for 2.2 million people affected by hurricanes.

How are you enhancing the operations of emergency interventions amid an increasingly complex global humanitarian landscape?

At QFFD, our approach focuses on speed, coordination, and impact. We deliver life-saving assistance while building resilience from the outset. Through strong partnerships with governments, UN agencies, NGOs, and local actors, we ensure rapid, context-sensitive responses and efficient resource use. Preparedness and capacity-building are central, strengthening institutions and communities to anticipate and recover from shocks. For example, in Palestine, we have provided over USD125.3 million for urgent needs and health system resilience, including the expansion of HH The Father Amir Sheikh Hamad bin Khalifa Al Thani Hospital for Rehabilitation and Prosthetics in Gaza. In Syria, over USD1 billion has supported a transition from relief to recovery, restoring services and stabilizing livelihoods.

How do you see Qatar supporting global climate-vulnerable communities while also promoting education and capacity building in these regions?

Under the leadership of His Highness the Amir, the State of Qatar has positioned climate action as a strategic pillar of its international development engagement. This commitment was underscored by Qatar's pledge of USD100 million to support global climate change mitigation and adaptation efforts, with a particular focus on climate-vulnerable communities, including Small Island Developing States and Least Developed Countries. At QFFD, we integrate climate resilience into development, responding to climate shocks while investing in sustainable solutions. Initiatives include the Nanmo program with the Gates Foundation for climate-adaptive agriculture and a USD500 million framework to scale resilience, education, and health. Through UNDP Accelerator Labs, we support local innovation in climate adaptation and youth employment. Complementing these efforts, the Qatar Scholarship Program empowers thousands globally, combining academic excellence with practical skills to build future leaders for sustainable development. ✖

Syria: Over

USD700M

to support energy and infrastructure

Doha Forum:

18

agreements signed and

QAR2B

investment and aid commitment

BIO

Fahad Hamad Hassan Al-Sulaiti is the Director General of QFFD. With 23 years of professional experience, his career includes 12 years in his previous leadership role at Education Above All Foundation and 11 years in senior finance, administration, and project management positions at Qatar Foundation. He also gained expertise in retail, international, and corporate banking at Qatar National Bank, where he managed multiple overseas operations.



Image: Photo Drive



INTEGRATED *service delivery*

Manateq plays a central role in supporting Qatar's industrial and logistics infrastructure, offering a compelling value proposition where businesses can focus on manufacturing efficiency and expansion.

Mohammad Lutfalla Al Emadi
CEO,
ECONOMIC ZONE COMPANY - MANATEQ

What would you highlight as Manateq's most significant milestones in recent years?

Manateq's journey over the past few years has been defined by a deliberate strategic transformation, from a traditional land allocator to a nationally integrated platform for industrial and logistics enablement. One of the most significant milestones has been aligning our development roadmap with Qatar's long-term economic priorities, particularly the National Development Strategy and national industrial localization objectives. From an investor engagement perspective, we transitioned from a transactional approach to a partnership-driven model. This included streamlining land application and approval processes, enhancing transparency, and deepening direct engagement with investors through structured dialogue, site visits, and feedback mechanisms. These efforts have materially improved predictability, trust, and the overall investor journey. Operationally, we increased land utilization across key zones while strengthening inter-agency coordination with relevant government stakeholders to reduce processing timelines and provide clearer regulatory pathways. The result has been improved occupancy rates, stronger investor retention, and a more compelling value proposition positioning Manateq not merely as a landlord, but as a long-term industrial enabler.

How does Manateq envision strengthening Qatar's industrial resilience and long-term competitiveness in the coming years?

With a portfolio of 13 specialized industrial, logistics, and warehousing zones spanning more than 80 million sqm, Manateq's strategic priority has shifted from expansion in scale to strengthening resilience, integration, and long-term competitiveness. Our vision is anchored in industrial specialization and clustering. Zones are being positioned around defined industrial and logistics ac-

tivities, enabling ecosystem-based development rather than fragmented tenancy. This approach enhances supply chain integration, reduces import dependency, supports local manufacturing depth, and improves collaboration among investors operating within complementary sectors. Resilience also requires infrastructure reliability, regulatory predictability, and long-term land security. Manateq prioritizes robust infrastructure standards, flexible land and facility solutions, and long-term planning horizons that allow investors to scale over decades, while continuing to strengthen coordination with relevant government stakeholders to ensure streamlined regulatory pathways and integrated service delivery. Competitiveness, in this context, is driven by predictability, operational efficiency, and the ability to grow within a stable industrial ecosystem, which is where Manateq delivers the greatest value.

Manateq has announced plans to launch a digital investor platform, including an investor application and AI-enabled services. How will this digital transformation improve the overall investor journey?

Manateq's digital investor platform represents a fundamental shift toward a fully integrated and data-driven investor experience. Through a single interface, investors will be able to submit applications, request services, track progress, and communicate directly with relevant teams, significantly reducing processing times and increasing transparency across the investor journey. The integration of AI-enabled services will further enhance efficiency by automating routine inquiries, improving document validation, and enabling more proactive and data-driven service management. Together with our official WhatsApp channel, these digital tools create a more accessible, transparent, and responsive operating model. Ultimately, this transformation strengthens ease

of doing business and reinforces Manateq's position as a modern, investor-centric industrial platform.

How is Manateq enhancing its role in accelerating industrial development and encouraging private sector participation?

Following the concession agreement to manage and operate the Small and Medium Industries Zone, Manateq's role is focused on aligning industrial infrastructure, land allocation, and zone operations with national manufacturing priorities. Our focus is on translating national manufacturing priorities into operational readiness on the ground. This includes structured land allocation aligned with priority sectors, infrastructure planning that supports production-intensive activities, and tenancy models tailored to SME growth cycles. Beyond physical infrastructure, Manateq is strengthening industrial ecosystems within the zone by encouraging sectoral clustering and ensuring coordinated engagement with relevant government entities. This helps manufacturers operate within an integrated and predictable environment, reducing fragmentation, shortening setup timelines, and improving long-term viability. For the private sector, particularly SMEs, this means access to scalable plots, reliable utilities, competitive leasing structures, and the stability required to invest confidently in production capacity. ✖

BIO

The CEO of Economic Zone Company - Manateq, Mohammad Lutfalla Al Emadi has 25 years of extensive and diversified experience in banking, logistics services, real estate development and investment. Before joining Manateq, Al Emadi held senior positions at Industrial Development Bank, Gulf Warehousing Company, Barwa International Real Estate Investment, and Aspire Katara for Investment. He holds a bachelor's degree in industrial engineering from Texas A&M in the US and has completed various workshops and training courses in leaderships, management, and finance.

A TWO-WAY street

Qatar, long a prominent commercial hub, has opened its doors wider still to foreign investment to develop value-added industries that support economic diversification and advance the smart economy of Industry 4.0 and Web3.

FOREIGN CORPORATES and entrepreneurs have been patently keen to hitch their wagon to Qatar's innovation-driven growth trajectory. Amjad Hussain, Partner at K&L Gates, a top-tier law firm that delivers legal services across numerous sectors and legal specializations explains the proposition: "Through targeted investment partnerships, Qatar builds trust, aligns interests, and encourages reciprocal economic engagement, which naturally increases population and business activity here."

To expedite diversification, familiar investor incentives are on offer. And with digitalization the bedrock of Qatar's economic diversification, it is no surprise that, together with other incentives, commercial convenience and transparency have increased the number of new business arrivals. According to Ministry of Commerce and Industry (MoCI) data, in 2Q2025 Qatar witnessed a historic 640% rise in non-Qatari company registrations. Slashing red tape, streamlined business registration is 98% handled electronically, with processing times of a mere day or two. Qatar permits 100% foreign ownership in most sectors, and other incentives include convenient land leases, customs duty exemptions, and a corporate tax rate of just 10%. Separately, free zones provide resident firms full profit repatriation and tariff exemptions.

Qatar targets USD100 billion in FDI by 2030. And so in May 2025, at the fifth edition of Qatar Economic Forum, Invest Qatar launched an incentive package for foreign and local investors valued at a cool USD1 billion. Financial support covering up to 40% of eligible local investment expenses over five years encompasses the costs of setup, construction, office leases, equipment and employee-related expenses. Eligible firms must be active in target sectors of the Third National Development Strategy (NDS3). Those include hi-tech industries, logistics, and digital and financial services; links in the value chain of a smart economy. The initial component of a comprehensive incentive program supports setup, facility expansion, digitalization, and knowledge transfer in a hi-tech ecosystem. The Advanced Industries Package is dedicated to high-value, technology-intensive sectors like pharmaceuticals, chemicals, automotive and electronics, emphasizing value-added production. The Logistics Package supports Qatar's emergence as a global hub for logistics, re-export and distribution, and is contingent upon relevant investment commitments. The Technology Package incentivizes investment in cybersecurity, cloud computing, AI and big data. Finally, the Financial Services Package

works to bolster Qatar's financial ecosystem. This component also invites businesses to set up shop in Qatar's premier financial and business district of Lusail. Eligibility for incentives requires a minimum investment of QAR25 million over five years, sets job creation targets and requires a proven pedigree in respective target sectors.

Qatar has been drafting essential new laws pertaining to bankruptcy, PPPs, and commercial registration that establish flexibility and predictability. Foreign firms are at liberty to set up a 100% foreign-owned company, branch, or joint venture, with each bearing distinct tax and compliance obligations. Law No. 12 of 2024, the Localization Law, pertaining to job localization in the private sector, works to build a local skills base in key sectors, whereby Qatari nationals must benefit from expertise and knowledge transfer. The law applies to all private sector entities, apart from companies in which QatarEnergy participates in establishing or contributing to, or else to existing firms operating in petroleum operations and petrochemical industries.

K&L Gates' Hussain explains how by delivering "seamless access to global expertise," the firm has repeatedly advised on first-of-its-kind transactions in the country. Notable examples include co-creating an "annual asset management event that now draws global participation and contributes directly to ecosystem growth." Such events are "sector-focused thought leadership forums" that bring international expertise to Qatar and translate emerging trends into actionable insight for local stakeholders. Duplicated "across banking, maritime, and digital finance, [they] ensure that Qatar's businesses stay ahead of evolving expectations in key export and investment markets, while reinforcing the country's diversification goals and international competitiveness."

The Qatar Investment Authority, the nation's sovereign wealth fund keeps the nation's finger of the pulse of global developments. QIA recently invested USD70 million in Firgun Ventures' USD250-million quantum fund. The latter intends to create, and ride, the wave quantum computing which it foresees impacting sectors like pharmaceuticals and logistics.

Qatar then has established a compliance-driven and predictable investment address for businesses whose presence simultaneously advance national goals of economic diversification, knowledge acquisition, and Qatarization. As Hussain puts it, this is a "long-term strategy to deepen trade, knowledge exchange, and mutual prosperity." ✖



HIGH *impact*

QDB continues to position Qatar as a competitive innovation hub by scaling funding, building end-to-end startup infrastructure and global partnerships, and focusing investment on high-impact sectors.

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

With the launch of the Startup Qatar Investment Program and growing support for tech startups, how does QDB position itself to attract high-growth ventures and build a competitive innovation ecosystem in Doha and beyond?

Startup Qatar is the output of an ecosystem we have been deliberately engineering for years and of a national proposition that is genuinely hard to replicate. Since its launch in 2024, the Startup Qatar Investment Program has drawn more than 6,700 applications from over 69 countries. That is indeed a global conviction in the Qatar proposition. And as the ecosystem has matured, so has our posture: we have raised our funding ceilings to QAR4 million for early-stage ventures and QAR20 million for growth-stage companies, because the capital we deploy must match the ambition of the founders we back. And this is part of a broader and rapid acceleration in Qatar's investment landscape. The country now ranks fourth in the MENA region for both deal count and venture funding, with VC investment reaching a record QAR214 million, an 81% YoY increase. Our Fintech Development Grant is accelerating one of the most strategically consequential verticals of the digital economy. We are expanding Scale7 into a dedicated growth hub for creative and cultural industries, a sector that is both a commercial opportunity and an expression of national identity. And through our newly launched M&A Program, we are building the exit and consolidation pathways that mature ecosystems require, so founders and investors know Qatar is a place where value is realized.

How does QDB accelerate digital transformation and enable startups to deliver market-ready, tech-enabled products?

Digital transformation is indeed a strategic priority for QDB, and for Qatar as a whole. Our own operations are being digitalized in ways that generate tools and solutions that genuinely enhance our ability to support businesses in varying conditions with proactivity and profound foresight. Our work with startups reflects that same philosophy: moving founders from concept to execution with speed, intention and an eye on the future. Through renewed collaborations with companies such as Microsoft Qatar and Alchemist Accelerator, we give founders something more valuable than exposure: hands-on enablement across product development, acceleration, and go-to-market readiness. These partnerships compress the journey from idea to deployable product, strengthening the commercialization pathways that determine whether innovation reaches the market or stalls. We continue to invest in next-generation venture-building infrastructure. Our investment in Qatar's first AI venture studio, in partnership with Utopia Capital Management, brings together capital, specialized talent, and AI-native design to help startups build more sophisticated and market-relevant solutions from the ground up. In fintech, we are leading the effort through Qatar FinTech Hub, guided by a principle we hold firmly: that a fintech solution is only as valuable as its ability to function in the real world. Our lab model gives founders hands-on experience navigating genuine compliance requirements and live market conditions making them more proactive and ready, so that by the time a solu-

tion scales, it is built on solid operational and regulatory foundations.

What strategic priorities will define QDB's roadmap through 2026, aligning with Qatar National Vision 2030?

QDB is currently the fourth-most active venture capital investor in the MENA region by deal count and funding. That is our new baseline, not a ceiling. As we look toward 2026, our defining priority is to convert that activity into genuine global leadership. That means scaling with purpose. Our disbursed investments grew by 42% in 2025, and we intend to build on that trajectory with sharper focus on the sectors that will define the next decade: AI, fintech, greentech, healthtech, and more. These are high-growth categories indeed, though for us they are also the sectors where Qatar's strategic ambitions, infrastructure, and talent converge most powerfully, and where our investment can generate the deepest long-term impact for the national economy. ✖

BIO

In addition to his role as CEO of QDB, Abdulrahman bin Hesham Al-Sowaidi is chairman of the board at Elan Group and chairman of Qatar Business Incubation Center. He is a board member of QTech, Manateq, Injaz Qatar, QFBA, and QFFD. He is also a member of the QNDS 3 Consultative Group and serves as the chairman Rrepresentative of the private sector in the WEF Initiative "Skills Acceleration." Prior to his appointment as CEO, Al-Sowaidi was executive director of strategy and business development, driving private-sector growth and GDP in line with QNV2030. He began his career as an engineer in the telecoms and oil and gas sectors. He holds degrees in telecoms and internet engineering, a master's in project planning and management from the University of Bradford, and an executive master's in energy & resources from HBKU.

ACTIVE *contributions*



QBWA continues to strengthen its role as a catalyst for women's leadership, entrepreneurship, and innovation in Qatar.

Aisha Hussein Alfardan
VICE CHAIRWOMAN,
QATARI BUSINESSWOMEN
ASSOCIATION (QBWA)

How do QBWA's strategic partnerships with institutions such as Sidra Medicine and the Businesswomen Committee of the Oman Chamber of Commerce advance QBWA's mission?

Strategic partnerships are central to QBWA's approach to empowering women and expanding their economic opportunities. By collaborating with leading institutions such as Sidra Medicine, we are exploring ways to strengthen women's participation and leadership in sectors that are critical to Qatar's future, including healthcare innovation and research. Similarly, partnerships with regional counterparts allow us to deepen cooperation across the GCC and create meaningful cross-border networks for women entrepreneurs. These collaborations open doors for knowledge exchange, joint initiatives, and new business opportunities. Our engagement with global platforms such as Web Summit further amplifies this vision by connecting Qatari businesswomen with international innovation ecosystems. Through these alliances, QBWA is not only supporting individual entrepreneurs but also positioning Qatar as a hub where women contribute actively to global conversations on technology, entrepreneurship, and sustainable growth.

QBWA has focused on expanding women's participation in technology and digital entrepreneurship. How do initiatives like Women in Tech contributing to Qatar's knowledge-based economy?

Technology and digital innovation are at the heart of Qatar's transition toward a knowledge-based economy, and women have an essential role to play in this transformation. Initiatives such as Women in Tech aim to encourage more women to enter and lead in fields such as AI, fintech, and emerging technologies. These initiatives do more than raise awareness; they create ecosystems of support through mentorship, networking, and access to knowledge. They also highlight role models and success stories that inspire the next generation of female founders and innovators. Today, we are seeing increasing opportunities for women entrepreneurs to launch tech-enabled businesses that scale beyond local markets. With Qatar's strong digital infrastructure, supportive regulatory environment, and growing innovation ecosystem, female founders are well positioned to contribute to sectors that will shape the

future economy.

Qatar has one of the highest female workforce participation rates in the region. What are the key enablers for women moving from entrepreneurship to leadership positions?

Qatar has made remarkable progress in advancing women's participation across multiple sectors, and this progress is supported by strong national leadership, forward-looking policies, and a culture that increasingly recognizes the value of women's contributions. Several factors have been instrumental in enabling women to move from entrepreneurship into leadership roles. These include access to education and professional development, supportive policy frameworks, mentorship networks, and platforms that give women visibility and opportunities to lead. Organizations such as QBWA play an important role by creating spaces where women can connect, exchange experiences, and build the confidence and networks needed to grow their businesses and step into decision-making roles. Leadership also requires role models, and today we see many inspiring Qatari women shaping industries, contributing to policy discussions, and serving on boards.

How do you envision QBWA's impact evolving in the next five years?

Over the next five years, we envision QBWA continuing to strengthen its role as a catalyst for women's leadership, entrepreneurship, and innovation in Qatar. Our focus will remain on supporting high-growth sectors such as technology, sustainability, healthcare, and the digital economy, ensuring that women have access to the networks, knowledge, and opportunities needed to thrive in these fields. Equally important is our commitment to nurturing the next generation of women leaders and entrepreneurs. QBWA aims to provide platforms where they can learn, connect with mentors, and gain exposure to international opportunities. By investing in emerging talent and fostering intergenerational dialogue, we hope to build a strong pipeline of future leaders who will contribute to Qatar's economic diversification and resilience. Ultimately, our vision is for Qatari women not only to participate in the economy, but to help shape its future and lead its most innovative sectors. ✖

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.



LOCAL *expertise*

USQBC Doha helps advance the US-Qatar economic relationship by facilitating impactful collaboration, promoting market intelligence, and enabling cross-border collaboration across key industries.

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

The US-Qatar economic partnership is deepening, with strong institutional collaboration and high-level engagements. From your perspective, what are the key drivers of this momentum?

Qatar's National Vision 2030 has created a clear, long-term framework for economic transformation that resonates with American investors and companies seeking stable, policy-aligned markets. Simultaneously, the US continues to view Qatar as a foundational partner, strategically, diplomatically, and commercially in the Gulf region. This alignment at the governmental level creates favorable conditions for private-sector engagement. Visits, such as the US Chamber delegation to Doha, are important signal events. They validate the business environment, build confidence among American executives who are evaluating entry or expansion, and open doors for structured commercial dialogue; however, visits alone do not generate sustained commercial partnerships. That is precisely the gap that USQBC Doha exists to close. Our role is to institutionalize what would otherwise remain episodic engagement, connecting the outcomes of high-level meetings to concrete business opportunities, and building the connective architecture that sustained bilateral commerce requires. The US-Qatar relationship operates across multiple dimensions simultaneously: government policy, private investment, procurement, technology transfer, and direct business-to-business engagement. Translating that breadth into sector-specific pipelines, investment frameworks, and operational partnerships requires institutional permanence, local credibility, and strategic discipline. That is what we bring and what sets USQBC Doha apart as an institution.

Which sectors present the most significant opportunities for US-Qatar commercial cooperation in the coming years?

The opportunity landscape across the

US-Qatar bilateral relationship is broad, but several sectors stand out as particularly compelling over the medium term. Energy transition and clean technology represent the most strategically significant area given Qatar's position as a leading LNG producer and American companies' expertise in carbon capture, hydrogen, renewable integration, and energy efficiency technologies. Infrastructure and construction remain robust areas of commercial activity. Qatar's continued investment in smart city development, logistics infrastructure, and urban modernization creates sustained procurement demand that American engineering, construction, and technology firms are well-positioned to address. Healthcare and life sciences is a sector where Qatar's ambition significantly outpaces its current domestic capacity. The desire to establish Qatar as a regional medical hub opens substantial opportunities for US healthcare providers, medical technology companies, pharmaceutical firms, and healthcare education institutions. Financial services and fintech present growing opportunities as Qatar deepens its capital markets and seeks to attract sophisticated institutional investment. American expertise in asset management, financial infrastructure, and regulatory frameworks is directly applicable here. Finally, education, research, and the knowledge economy anchored by institutions like Education City represent a long-term sectoral opportunity that extends well beyond traditional commercial parameters into the realm of institutional partnership and human capital development. Across all these areas, USQBC Doha is positioned to serve as the connective tissue between American companies seeking market access and Qatari entities seeking best-in-class partners.

What impact do your initiatives have on SMEs and mid-sized companies looking to enter new markets?

Deeper connectivity between the US and Qatari private sectors requires a deliberate, sustained institutional strategy, which is precisely what USQBC Doha is built to execute. Our approach centers on continuous, structured engagement with the private sector on both sides. We are constantly developing new partnerships, identifying emerging opportunities, and creating the conditions for commercial relationships that would not have formed through traditional trade or diplomatic channels alone. This is an ongoing commitment not an event-driven one. For American companies including SMEs and mid-sized firms that may lack dedicated international business development teams we provide curated, verified market intelligence, introductions to relevant counterparts, and structured pathways into the Qatari market. Equally, we enable Qatari businesses to identify American partners across a much broader spectrum of size, sector, and geography than conventional channels would typically surface. Membership in USQBC Doha is itself a strategic asset providing credibility, access, and institutional backing that would otherwise require years of independent relationship-building to replicate. ✖

BIO

Sheikha Mayes bint Hamad Al Thani is the Managing Director of USQBC-Doha and the owner and group CEO of M Power Investment Group. She holds a BEA 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.

QATAR INVESTMENT AND INNOVATION CONFERENCE: *Driving GCC Entrepreneurial Growth*



The second edition of the Qatar Investment and Innovation Conference: Driving GCC Entrepreneurial Growth, successfully convened on November 3, 2025 at Barahat Msheireb. Organized by The Business Year in partnership with Msheireb Properties, with the Ministry of Communications and Information Technology (MCIT) as Strategic Partner, the conference brought together over 700 entrepreneurs, investors, and policymakers to explore opportunities in entrepreneurship, innovation, and digital transformation across the Gulf region.

Ali Al Kuwari, CEO of Msheireb Properties, said, “The conversations and connections forged at this year’s conference demonstrate Qatar’s growing role as a hub for innovation and entrepreneurship.”





The conference featured two high-level panel discussions examining the GCC's entrepreneurial landscape. The first panel, Fostering Entrepreneurship & Driving Economic Growth in the GCC, explored how public policy, institutional leadership, and cross-border collaboration can create stronger conditions for entrepreneurship. Panelists included: Hussain Al Mahmoudi, CEO, Sharjah Research, Technology and Innovation Park; Rama Chakaki, President, Qatar Science & Technology Park; and Fahad AlSharekh, Founder & Managing Partner, TechInvest.



The second panel, Financing the Future: GCC Investment Strategies & Policy Insights, examined how venture capital, private equity, and government-backed funding are evolving to support emerging entrepreneurs. Moderated by Sophia Swire, Founder of GEDI, the panel featured: Mohammed Alzubi, Founder & Managing Partner, Nama Ventures; Abdulrahman AlJiffry, Partner, 500 Global; Steve Khayat, Founder, CEO & MD, Phoenix Venture Partners; and Mohammed Al-Housani, Director of Research and Advocacy, Qatar Research Development and Innovation Council.

A highlight of this year's conference was the AI for Good Innovation Challenge, hosted in collaboration with the AI for Good initiative YAILs and its Doha chapter. Ten pre-qualified startups, each with solutions aligned with the UN Sustainable Development Goals, delivered live pitches to a panel of judges. The winner, CLARRIO, received the opportunity to attend the AI for Good Global Summit 2025 in Geneva, alongside fast-track access to select international and local accelerator programs. The award was presented by Faisal Al Malki, COO of Msheireb Properties.



GLOBAL *reach*

Media City Qatar is positioning Doha as a global media growth hub by scaling international partnerships, talent, and infrastructure to drive investment, innovation, and globally influential content.

Hamad Omar A. Al-Mannai
CEO,
MEDIA CITY QATAR

As you step into your role as CEO of Media City Qatar, what are your top priorities for the coming year?

Media City Qatar is entering a new phase of growth, with rising international visibility and a clearer responsibility to shape how media evolves from this region, in line with national priorities and Qatar's long term development ambitions. Media is changing faster than most institutions are prepared for, challenging existing operating models and assumptions. I was asked by the board to take on this role at a moment of transition. My job is to build what comes next. Media City Qatar already hosts some of the world's most respected media organizations including CNN, Dow Jones, Euronews, dpa, AP, iHeartMedia, and Art Basel Qatar, alongside ambitious startups that are experimenting with new formats and technologies. Working with partners like ONE Championship, we have delivered global live broadcasts and major international productions, set a Guinness World Records title with Google Cloud, and, alongside Bloomberg, delivered five editions of 'Qatar Economic Forum, Powered by Bloomberg,' with industry recognition earned along the way for both our work and our culture. In the next 12 months, success means expanding our global footprint, accelerating partnerships that push the frontier of media formats and innovation, and increasing the impact of our ecosystem. We will measure success by the growth of licensed companies, quality of content produced from Doha, and the reach of Media City Qatar across the region and beyond.

What are the core factors that allow media and the creative economy to drive growth, rather than just support it?

Let me turn the question around. What moves the stock market? What defines how countries project their identity and influence through entertainment? What shapes the trends we see today? What influences where capital flows, which brands rise, and which ideas scale globally? The answer, increasingly, is media. Media and the creative economy are often described as supporting sectors. That framing is outdated. In today's economy, media is how influence is built, how culture is exported, and how investment decisions are formed long before capital is deployed. At Media City Qatar, we position media as a growth driver by aligning three forces that already exist in Qatar: talent, infrastructure, and global reach.

How do these three factors translate into investment, jobs, and a scalable media ecosystem?

Those three drivers show up clearly in practice. Talent creates demand, infrastructure enables production at scale, and global reach determines commercial viability. Starting with demand, young people across the Middle East spend more than 3 hours a day creating and sharing visual content on platforms such as Instagram, YouTube, Snapchat, and TikTok. Many are gamers, streamers, and digital creators who already see media as a viable career. In terms of infrastructure, Qatar has the fundamentals to scale a globally competitive media industry, including full internet penetration, one of the world's leading airlines and airports, and 60% of the global population within an eight-hour flight and another 22 million people accessible by road within an eight-hour drive. Crucially, Qatar also sits at the gateway to almost 500 million Arabic speakers spread across

over 20 countries, giving media companies based here direct access to one of the fastest-growing, culturally influential language markets in the world, while remaining seamlessly connected to global audiences. Connecting local talent with global expertise is also central to this model. Through partnerships with Euronews, CNN, Semafor, and Al Monitor, we deliver hands on training, mentoring, and real industry exposure to university students in media and media-adjacent fields creating a clear pathway from education into industry. Media City Qatar converts these advantages into outcomes by offering a complete, investor ready ecosystem. We bring regulation, development, and investment under one roof, with fast licensing, 100% foreign ownership, zero income tax, no customs duties, access to grants and facilities, and a clear operating framework based on English common law. This attracts private capital, supports high value job creation, and enables media businesses to scale efficiently from Doha. ✖

BIO

Hamad Omar A. Al-Mannai is the CEO of Media City Qatar, bringing more than 30 years of professional experience. He began his career as a GSM Networks Engineer at Qtel (Ooredoo), after which he served in the military sector. He later joined the Qatar Satellite Company, where he progressed through a series of senior leadership roles. Throughout his career, Al-Mannai has played a key role in national-level initiatives, including membership on the Integrated System Committee, which evolved into the National Security Shield project, as well as the National Command Center establishment committee. He holds a bachelor of science degree in general electrical engineering specializing in communications, in addition to an MBA.



IMPACTFUL *innovation*

QSTP is on a mission to make Qatar the global hub for deep tech and impact by scaling solutions in areas like climate and health while delivering sustainable financial and social returns.

Rama Chakaki
PRESIDENT,
QATAR SCIENCE & TECHNOLOGY PARK (QSTP)

How do you see the community at QSTP strengthening support for impact-driven founders in areas such as climate and health tech?

There are a number of ways we double down on impact at QSTP. It starts with selecting founders who join our community, inviting them to articulate a clear impact thesis in their application. Next, our programs integrate an impact track across incubation and acceleration, ensuring that product development, customer experience, and product market fit are evaluated alongside measurable social and environmental outcomes. Finally, our investment strategy threads an impact lens through both the angel network and the venture fund, aligning capital with scalable solutions that deliver financial returns and long-term value. This approach is reinforced by the growing presence of women investors and mentors within our ecosystem, who often combine performance and purpose in their decision making. Research by the Boston Consulting Group shows that many industries have historically designed products without fully recognizing women's distinct needs. Greater female participation challenges these assumptions and strengthens emerging deep tech and AI ventures with more resilient and sustainable foundations.

As QSTP continues to expand its international reach, what opportunities will shape its next phase of growth and impact?

Our approach is rooted in a differentiated thesis. First, we are deeply focused on advanced technologies such as AI, material science, robotics, and complex engineering. This aligns naturally with our role as a science and technology park and with the surrounding ecosystem. Second, we are intentional about attracting anchor tenants in sectors such as semiconductors and medical technology that can drive innovation at scale. Finally, we pair deep tech with impact. Qatar Foundation has a long-standing legacy in impact-driven initiatives and access to valuable datasets that are highly relevant for AI companies, particularly those training models in areas such as health, education, and sustainability. When deep technology is combined with impact-oriented resources and global partnerships, the probability of long-term success increases significantly.

What further steps can Qatar take to strengthen its innovation ecosystem compared with more established markets?

While Silicon Valley remains influential, it can be detached from global challenges. Qatar's position in West Asia and North Africa provides direct exposure to real-world problems that also represent major opportunities. This context favors modular, adaptable business models rather than one-size-fits-all approaches, allowing companies to test solutions in smaller environments and scale through partnerships across markets. Qatar's accessibility to decision makers further shortens the path from concept to deployment, with QSTP endorsement and co-investment accelerating adoption, particularly in sectors such as healthcare. Our ambition is to position QSTP as a destination for impact-driven innovation, where globally relevant technologies address challenges in areas like food security and health while delivering strong financial returns and sustainable exits.

How does QSTP differentiate its innovation ecosystem from other regional hubs?

Impact remains the defining focus. We prioritize challenges that are often overlooked, including refugee populations, inclusive economic growth, and rebuilding the middle class. Success means developing technologies that contribute to a more balanced and inclusive global system, where innovation serves people as much as markets. Alignment is essential. We work closely with national research initiatives, industrial zones, and regional partners to ensure efforts are synchronized, with collaboration across Qatar and neighboring markets such as Saudi Arabia and Kuwait critical to achieving scale. A strong data-driven approach underpins this strategy. We actively track our pipeline, partnerships, sector focus, and engagement metrics through detailed dashboards. Today, we have a pipeline of over 3,000 companies and we are working with over 700 across our incubation and accelerator programs with health tech and AI as leading sectors. Strategy is continuously refined based on these insights. In parallel, we are reactivating a USD30-million pre-seed and seed fund, alongside our angel network and venture partners, creating a comprehensive platform for founders. ✖

USD30M

fund supports pre-seed and seed startups alongside angels and VCs

Data-driven dashboards track nearly

2K

companies, with target pipeline of

3K

BIO

Rama Chakaki is a tech professional with 30 years of experience in media, telecom, edtech, fintech and AI. The President of QSTP, she is also a partner at Transform VC and the COO of aiXplain. In addition to co-founding VIP.fund, Rama founded Baraka Ventures and worked on projects supporting the Qatar 2022 World Cup bid, the World Bank Group, and Etisalat. She also built BarakaBits. She holds a MS and BS in computer engineering and engineering management from George Washington University and continued education in scaling impact from Stanford University. Rama has been featured in Forbes Arabia, Arab Women Rising, and The Power of Presence, among other publications. She is a 2017 TedxBeaconStreet speaker.



CREATING *an impact*

Al Faisal Holding has strengthened its long-term position through disciplined portfolio diversification, digital transformation, ESG integration, and strategic academic and institutional partnerships.

BIO

Sheikh Mohammed bin Faisal Al Thani has wide-reaching leadership experience and deep knowledge across several industries including real estate, hospitality and banking. He is the Vice Chairman of Al Faisal Holding & Vice Chairman and Managing Director of Aamal Company Q.P.S.C., having served in both these roles since 2009. 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 also a board member at the Gulf Qatari Classic Cars Association, Qatari Businessmen Association, and Qatari Hotels Association, as well as the Honorary President of the Italian Chamber of Commerce in Qatar. He also sat on the Board of Directors of Khaliji Bank from 2012–2016.

Sheikh Mohammed bin Faisal Al Thani
VICE CHAIRMAN OF THE BOARD,
AL FAISAL HOLDING &
VICE CHAIRMAN & MANAGING
DIRECTOR, AAMAL HOLDING

What strategic initiatives and portfolio adjustments have been most critical to strengthening Al Faisal Holding's long-term position?

Our focus has always been on evolving with clarity and discipline rather than reacting to short-term market noise. Our strategy has always been built on diversification of investments and geographic presence, while continuing to sharpen our portfolio around resilience, quality, and long-term relevance. We have concentrated on sectors closely aligned with Qatar's economic fundamentals and future demand, such as education, hospitality, real estate, consumer services, and essential operating platforms. At the same time, we have continuously upgraded our existing assets, improved operational efficiency, and strengthened governance across the group.

Which sectors or business lines do you see as the most promising for cross-border growth?

More broadly, Qatari companies are well positioned to expand internationally by transferring knowledge and capital into sectors that support long-term economic value, such as industrial manufacturing, technology and AI-driven platforms, sustainability-focused solutions, and venture investment. These areas allow Qatari businesses not only to grow geographically, but also to participate meaningfully in innovation, productivity, and future-focused industries.

Where are you seeing the strongest impact of digital tools across your portfolio?

Digital transformation is having a meaningful impact on how we manage assets, improve efficiency, and make informed decisions. We are seeing strong results from data-driven tools that support asset management, maintenance planning, financial visibility, and customer experience across several of our businesses. Equally important is building the internal capability to sustain this transformation. We are investing in people, upskilling teams, and embedding a culture that encourages informed decision-making and continuous improvement. We also work closely with academic institutions and technology partners to ensure that our digital initiatives are practical, scalable, and aligned with long-term business objectives.

How are ESG principles embedded into your investment decisions, operational upgrades, and long-term development plans?

ESG has become an integral part of how we assess risk and long-term value. From an environmental perspective, we are focused on improving efficiency across our assets, particularly in energy use, water management, and lifecycle planning. Sustainability considerations are embedded into asset upgrades and new developments from the early planning stages. On the social side, our emphasis is on people, governance, and community impact. This includes investing in local talent, maintaining high standards of workplace practice, and ensuring transparency and accountability across our operations. ESG is not treated as a separate agenda, but as a framework that supports responsible growth and aligns our activities with Qatar's broader development goals.

How do partnerships with major institutions help the group foster innovation, develop talent, and generate new business opportunities?

Partnerships are essential in connecting academic insight, talent development, and practical business application. Our collaboration with institutions such as Carnegie Mellon University allows us to benefit from global expertise, research, and analytical thinking, while also contributing to the development of highly skilled talent within Qatar. The Al Faisal Without Borders Foundation reflects our belief that sustainable business success is closely linked to social contribution. Through education-focused and innovation-driven initiatives, these partnerships help nurture talent, encourage new ways of thinking, and support the creation of opportunities that benefit both the group and the wider community over the long term.

What strategic ambition or long-term contribution would you like Al Faisal Holding to be recognized?

I would like Al Faisal Holding to be recognized as a responsible and forward-looking national group that has contributed meaningfully to Qatar's economic diversification and private sector growth. Our ambition is to build businesses that are commercially strong, well governed, and aligned with the country's long-term vision. Beyond individual assets or projects, our goal is to leave a lasting impact through the standards we set, the talent we develop, and the partnerships we build. As Qatar advances its Vision 2030, we see our role as a long-term partner in building a resilient, diversified, and sustainable economy. ✖



الفصل القابضة
Al Faisal Holding



We are committed
in building our legacy.
ملتزمون ببناء إرثنا.



Hospitality
الضيافة



Real Estate
العقارات



Trading
التجارة



Construction
& Project Management
إدارة مشاريع البناء



Manufacturing
التصنيع



Services
الخدمات



Culture, Education
& Sports
التعليم والثقافة



Omar Hussain Alfardan
CEO & MANAGING DIRECTOR,
ALFARDAN CORPORATION

REPUTATION *for excellence*

Alfardan Corporation is prioritizing sustainable diversification, digital and operational excellence, and strategic local and international partnerships to drive long-term value creation.

BIO

Omar Hussain Alfardan is the CEO & Managing Director of Alfardan Corporation, one of the most successful private owned business companies in Qatar and the region. He acquired sharp business acumen under the tutelage of his father, Hussain Ibrahim Alfardan, a distinguished businessman and a leading authority in natural pearls. Alfardan holds a bachelor's degree in business administration and a master's degree in finance from Webster University in Geneva. Through his visionary approach and strategic expansion into profitable business sectors in Qatar and the region, he has driven the corporation to a path of sustained growth and enormous success.

Alfardan Corporation has been a pillar of Qatar's private sector for decades. How would you describe the company's current strategic priorities and growth ambitions?

Alfardan Corporation continues to build on its legacy of excellence, integrity, and innovation by focusing on sustainable growth and diversification. Our strategic priorities center on strengthening market leadership across our core businesses of jewelry, exchange, properties, investment, automotive and heavy machinery, hospitality, marine services, medical, and agriculture while exploring new opportunities that align with Qatar's economic vision. We are committed to leveraging technology, enhancing customer experience, and driving operational efficiency to remain agile in a rapidly evolving global market. Our growth ambitions extend beyond regional leadership; we aim to create long-term value through strategic partnerships, investments in innovation, and expansion into sectors that support economic resilience and sustainability. For decades, Alfardan Corporation has exemplified how perseverance and a commitment to excellence can transform a family-owned enterprise into one of the most respected conglomerates in the Arabian Gulf. Today, we are focused on shaping the future with the same determination that built our past.

How is Alfardan Corporation positioning itself to capitalize on new investment opportunities both locally and internationally?

Alfardan Corporation is leveraging its diversified portfolio to pursue growth through innovation, strategic partnerships, and sustainability. Locally, we remain deeply aligned with Qatar National Vision 2030, channeling investments into sectors that strengthen economic resilience such as sustainable real estate developments, luxury hospitality experiences, and advanced healthcare solutions. Internationally, our approach is selective and strategic. We target high-potential markets that complement our core businesses and uphold our brand's reputation for excellence. This includes forging alliances with global partners, adopting cutting-edge technologies, and embedding sustainable practices across all operations.

The launch of your first group-wide sustainability strategy, Athar, marks a significant step toward embedding ESG princi-

ples across the organization. How does this framework influence your investment decisions?

Athar provides a clear framework that integrates sustainability into our decision-making and investment approach. It ensures that environmental and social impact are considered alongside business performance, enabling more balanced and forward-looking choices. We evaluate how each investment contributes to long-term value creation, aligning our growth with national and global sustainability priorities in ways that are practical and relevant to our operations. Through this approach, Alfardan continues to play an active role in advancing sustainable growth in Qatar and beyond, in line with Qatar National Vision 2030 and the UN SDGs.

How does Alfardan Corporation contribute to the development of strategic assets that reinforce Qatar's position as a global hub?

As one of Qatar's leading successful family-owned conglomerates, Alfardan Corporation has always played an active role in shaping the nation's urban and tourism landscape. With a growing regional footprint across the Sultanate of Oman, the Kingdom of Saudi Arabia, and Türkiye, we continue to expand our legacy of excellence throughout the region under the umbrella of Alfardan International. At Alfardan Properties and Alfardan Hospitality, we are not management-centric, but customer-centric. We believe that excellence in real estate and hospitality is not only about building properties, but about delivering experiences. In real estate, we continue to develop premium residential, commercial, and mixed-use projects that combine architectural distinction with sustainable design. Our diverse portfolio, including Alfardan Gardens, Laguna Beach Compound, Alfardan Towers, One Porto Arabia, Al Gassar Resort, and Burj Alfardan, exemplifies how we integrate innovation, luxury, and community value across every development. Meanwhile, in hospitality, our hotels, such as St. Regis Doha, and The St. Regis Marsa Arabia Island, The Pearl – Qatar, stand as a testament to our commitment to excellence. As five-star luxury hotels, St. Regis Marsa Arabia and St. Regis Doha embody the essence of refined living and personalized service, reinforcing Qatar's reputation as a world-class destination for both residents and visitors. ✖



BALANCED *growth*

Estithmar Holding will look toward diversified, demand-driven growth across healthcare, services, real estate, tourism, and contracting while expanding and reinforcing local value creation.

Juan Leon
HOLDING CEO,
ESTITHMAR HOLDING

What are your immediate priorities as the new CEO to sustain and accelerate the company's growth trajectory?

Estithmar Holding has demonstrated its organic ability to grow and sustain, adopting well-crafted business strategies including investing in demand-based sectors and projects, ensuring a balanced turnover among the four clusters; healthcare, services, real estate and tourism development, and contracting and industries, in addition to maintaining a level of quality across all projects that results in creating a new benchmark in every sector Estithmar Holding operates in. Since our reverse acquisition, our market valuation has nearly tripled, now reaching QAR12.3 billion, testament to the strength of our strategies and the resilience of our business models. Joining a company with such a profile of rapid acceleration and expanding growth as Group CEO makes my priorities clear. Inspired by Qatar National Vision 2030, we are maintaining our diversification beyond hydrocarbons, aligning with successful existing business objectives and accelerating growth across our business divisions consecutively. As a Qatari-based company, we are aware of our responsibility in contributing to the whole offering of the country, with a focus on the sectors of our business divisions. We will continue our expansion in healthcare regionally after our successful experience in Iraq and Libya, as we will build on the trust we are gaining in Estithmar Holding's ability to elevate the healthcare standards and to bring the best out of its international affiliations to best serve regional local communities. In the services division, we are currently growing the range of the sectors we serve to include oil and gas, mega sports events and education, we are gaining

more traction regionally building on a proven record of success in Qatar, and successful partnerships in the region. In real estate and touristic developments, we are expanding our portfolio that now includes remarkable milestones in Qatar, Iraq, and Maldives. Our contracting and industries division is flourishing locally and regionally, and we are progressing in expanding our footprint in KSA, Algeria, Iraq and other areas.

What innovations are shaping your approach to hospitality and real estate development?

Our hospitality strategy focuses on branded residences and lifestyle ecosystems that merge premium hospitality with long-term value. Rosewood Maldives, set to open in 2026, embodies this vision, offering a refined island experience. Rixos Baghdad has launched its branded residences with sales underway, and Maysan LXR and Katara Hills continue to outperform in Doha's luxury segment. We are capitalizing on the rising global demand for branded residences, blending hotel-level service with real estate investment potential, and are actively exploring further developments in Europe and the Middle East.

How are you managing the company's regional presence while reinforcing its core operations and strategic priorities?

Our regional expansion is grounded in a deliberate strategy to export Qatari expertise, especially the operational excellence developed during the 2022 FIFA World Cup and beyond. At the same time, we remain committed to reinforcing our domestic base by increasing ICV, prioritizing local procurement and service partners wherever possi-

ble. This dual strategy, growing abroad while strengthening at home, ensures synergy between our regional ventures and our core operations.

How do you leverage technology to enhance operational efficiency and long-term resilience?

We have embedded digital innovation across all major verticals to enhance performance and future-proof the business. Power Pulse, our internal analytics platform, offers real-time visibility on financial and revenue performance across all assets. For lifestyle and leisure, our Al Maha Island app centralizes bookings, events, and ticketing for Lusail Winter Wonderland and other experiences. In healthcare, the Apex Health app connects patients directly with The View Hospital and Korean Medical Center, digitizing access to care. On the back end, we are leveraging SAP and AI-driven process automation across our operations, streamlining workflows, optimizing costs, and increasing productivity. From digital customer interfaces to enterprise-level AI adoption, our commitment to innovation directly supports our long-term resilience and competitive edge. ✖

BIO

Juan Leon brings over 25 years of experience across diverse sectors. He has held a wide range of senior and managerial roles spanning key corporate functions such as sales, operations, compliance, and governance, consistently driving business growth, strategic transformation, and operational excellence. He completed advanced executive education at Harvard Business School – advanced management program (AMP) and HEC Paris – global executive in business management.



VALUE *creation*

Founded in 1968, MBHH is a group of companies providing services in the fields of healthcare, tourism, travel, hotels, real estate, business, and more.

BIO

Sheikh Jassim Bin Mohamed Al Thani is Chairman of Mohamed Bin Hamad Holding Company (MBHH), a group of companies providing services in the fields of healthcare, tourism, travel, hotels, real estate, business, and more. Bin Mohamed Al Thani is a prominent young business leader who believes in investing in human resources and using modern technologies in management and operations. His name is associated with many successful companies in Qatar including MBHH, Al Ahli Bank of Qatar, Doha Clinic Hospital, ICON Medical Center, Crowne Plaza and Holiday Inn Hotels, Diet Center, Ibn Al Haytham Pharmacies, and many more.

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

MBHH is introducing industrial inspection drones to Qatar's energy and infrastructure sectors. In what ways could this initiative shape the group's positioning within the country's evolving innovation landscape?

The introduction of industrial inspection drones through West Bay Petroleum's strategic partnerships with leading technology providers highlights the group's strong commitment to innovation and progress in Qatar's energy, construction, and infrastructure sectors. This forward-looking approach reinforces MBHH's role as a key driver of technological transformation, bringing several strategic advantages to the table, including leadership in the adoption of next-generation technologies, alignment with the objectives of Qatar National Vision 2030, and the creation of new opportunities for future expansion and diversification. Currently, WBP has established five major partnerships in the field of industrial and construction inspection with globally recognized drone technology companies such as ANYbotics, Wingtra, Terra Drone, Trinity, and Flyability. These collaborations allow the group to leverage specialized expertise in robotics, aerial mapping, and remote inspection solutions that are redefining operational efficiency and safety standards across industries. Adding further strength to this portfolio, WBP has recently signed a new agreement with DJI Technology, the world's largest manufacturer of civilian drones, expanding its access to cutting-edge platforms and advanced drone ecosystems.

Trans Orient recently signed a GSA agreement with Somon Airlines. How might this partnership contribute to the company's broader aviation growth strategy and Qatar's connectivity ambitions?

This new agreement marks the ninth GSA concluded by Trans Orient, following previous partnerships with major international carriers such as Air India, Air India Express, Cathay Pacific, EgyptAir, Tarom Airlines, Turkish Airlines, Myanmar Airways International, and Syrian Airlines. It reflects our strategic vision of building international and long-term partnerships that strengthen the group's aviation portfolio. The signing of the GSA between Trans Orient and Somon Airlines, the national carrier of Tajikistan, is a significant step in reinforcing Qatar's aviation links with Central Asia. This partnership is expected to facilitate greater connectivity between Qatar and Tajikistan, supporting both passenger and cargo movement, while at the same time contributing to regional economic and cultural ex-

change. For Trans Orient, this agreement plays a vital role in advancing its expansion strategy, opening new markets, and diversifying its network of international airline collaborations.

What types of measures is MBHH integrating into its current projects to reflect the priorities outlined under the Third National Development Strategy (NDS3)?

MBHH is implementing comprehensive measures across its operations to support national sustainability goals while enhancing operational efficiency and corporate responsibility. The company continues to expand its sustainability portfolio through R&D investments and strategic partnerships, ensuring alignment with both current NSD3 targets and future environmental regulations. This comprehensive approach not only meets compliance requirements, but also creates long-term value for stakeholders while supporting Qatar's vision for sustainable development.

What are the strategic advantages of being a diversified holding in the face of global and regional changes?

Diversified holding companies like MBHH are uniquely positioned to navigate global and regional volatility while capitalizing on emerging opportunities. In an era of geopolitical shifts, technological disruption, and economic uncertainty, diversified holdings gain competitive resilience, synergistic growth, and strategic influence. For MBHH, this model not only future-proofs operations, but also amplifies its role in shaping Qatar's post-hydrocarbon economy.

How is MBHH redefining its growth strategy while capturing long-term opportunities under the company's new leadership vision?

MBHH is reshaping its growth strategy by embracing a leadership vision that prioritizes diversification, innovation, and sustainable development. The company is moving beyond traditional business models to position itself as a catalyst for future-ready industries. Under this renewed direction, MBHH focuses on three strategic pillars: sustainable expansion, digital innovation, and strategic partnerships. By balancing immediate growth opportunities with a clear focus on long-term value creation, MBHH is redefining itself not just as a holding company, but as a forward-looking partner for national and international progress. This vision ensures that MBHH remains adaptable, resilient, and well-positioned to capture emerging opportunities in a rapidly evolving global economy. ✖



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



DELIVERING *with confidence*



Mohammed Al Neama
VICE CHAIRMAN,
AL NEAMA HOLDING

Dyarcos has shaped Qatar's business environment over 25 years via reliable execution, compliance, and strategic global partnerships that combine local market expertise with international capability.

What role has Dyarcos played in shaping Qatar's business environment?

Dyarcos's role in Qatar has been practical and consistent: we help deliver. In this market, credibility is earned over time, and we have protected ours through compliance, execution discipline, and long-term service. That reliability matters to clients, and it matters just as much to international partners who need confidence that what is promised will be delivered properly on the ground. That consistency is built on more than 25 years of delivery experience across different market cycles and operating conditions. Partnerships remain central because they are a practical way to create value in Qatar: we bring local understanding, stakeholder navigation, and execution strength; global partners bring scale, specialist expertise, and technology. In the current cycle, including 2026, our direction is simple: protect performance through governance and cost discipline, and be ready to move quickly when the right opportunities open up. Oil and gas remains an anchor through Qatar's LNG leadership, but competition is intense, so we stay selective and focus on opportunities where we can add measurable value and deliver with confidence.

What partnerships make the company stand out in Qatar's competitive market?

We pursue partnerships that raise standards and build long-term capability in Qatar. The differentiator is straightforward: global expertise matched with reliable local execution and a long-term service commitment. BDP International Logistics Services, now part of PSA Singapore, is a strong logistics partner because it combines global connectivity with operational discipline. Jotun Paints Qatar is a partnership I am proud of because it shows what localization looks like when it is done properly. We encouraged Jotun Norway for years to establish production in Qatar and launched a paint production facility in Qatar three years ago. It has performed strongly, and we are already assessing a Phase II expansion. We also represent KONE Elevators. Supplying thousands of units for the Doha Metro was a milestone, but the real value today is lifecycle performance of maintenance,

reliability, and long-term service. We also work with Maersk in shipping. While consumer demand in Qatar is currently softer, project cargo, such as pipes and fittings, continues, supported by ongoing oil and gas expansion. We also partner with Brunel Oil and Gas Services to support specialized energy-sector requirements. Across these relationships, what differentiates Dyarcos is sustained, reliable delivery.

How do you scale technology through API-driven treasury and operations digitalization across subsidiaries?

We treat technology as a performance tool. The goal is clear: better visibility, stronger control, and faster execution without weakening governance. We have centralized core systems to standardize reporting and improve decision-making across subsidiaries. Treasury and operational digitalization, supported by API-driven integration where it adds value, strengthens approvals, reduces manual processing, improves accuracy, and shortens turnaround times. It also clarifies accountability across the group, which is essential in a multi-entity structure. Cybersecurity is treated as a leadership priority, backed by continuous training and external specialists who review our posture. As digitalization increases, resilience in safety, quality, and cyber risk must scale in parallel. This discipline also strengthens how we work with multinationals, especially as expectations rise around consistency, compliance, and localization outcomes such as ICV.

What are your strategic priorities in terms of sector focus and regional expansion?

Our policy remains Qatar-first. We will expand regionally only when it strengthens capability and access, not simply to grow footprint. We also take a clear view of the wider economic context. My vision is to see more value created by entrepreneurs and businesses, with the state providing the platform so the private sector can scale sustainably. From 2026 onwards, we remain optimistic and prepared to seize the next wave of growth as diversification accelerates into manufacturing, technology, AI, and knowledge industries. ✖

BIO

Mohammed Al Neama is a Qatari business leader currently serving as Vice Chairman of Al Neama Holding Group and Dyarcos International, two of Qatar's prominent diversified business groups with an extensive portfolio of over 50 international and regional partnerships. He holds a bachelor of arts with honors in marketing from Anglia Ruskin University, London. As co-founder of Limitless Project Management Group, he has played a key role in developing and managing several prominent F&B brands within Qatar. Within his role at Al Neama Holding and Dyarcos International, he contributes to strategic direction, partnership development, and business expansion. The group's portfolio includes collaborations with global brands such as Brunel Energy, Maersk Line Qatar, NOBEL Drilling, Burberry, Jotun Paints, KONE Elevators, Danube Group, Johnson Controls, BDP International, and TÜV Rheinland, among others.



Yousuf Al-Mahmoud
PRESIDENT & CEO,
SENDIAN GROUP

What have been the most recent developments across your divisions?

Sendian Group continues to grow across all its divisions, supported by new strategic agreements and operational enhancements. We recently launched A-Z Marine & Offshore Services, expanding our presence in the maritime and ship management sector with comprehensive technical and onshore solutions. In parallel, we are recalibrating operations for our public and private clients to better meet evolving demands in infrastructure, services, and digital transformation. Our landscaping division is entering a new phase through a more digital and customer-centric model. We are finalizing the launch of an e-commerce platform dedicated to trees, flowers, and organic products. Sendian Property and YM Group have secured new contracts, including a significant partnership with a leading hospitality company to deliver integrated construction, fit-out, and facility development solutions. Within real estate, we are preparing to launch several new developments to diversify our portfolio and support Qatar’s urban growth.

How is Sendian Group positioning itself in the fast-growing fintech sector?

Fintech is one of our most active growth areas. We are currently collaborating with several companies that rely on our technological capabilities to develop digital wallets, lending ecosystems, and cross-border payment infrastructure. Our internal teams are evaluating and developing new products, exploring synergies with cybersecurity and regulatory technologies, and aligning these efforts with the government’s major investment programs in digital finance. The sector presents strong potential, and we are committed to contributing to its evolution in Qatar.

Looking ahead, what are your strategic priorities for the next phase of growth, both in new sector investments and regional expansion?

One major milestone has been the launch of Linktera Qatar, which brings advanced automation and robotics into national-scale projects. Real estate remains a core pillar and an area of personal commitment. I am currently leading three major developments, with an additional hospitality project now coming to light as part of our expanding portfolio. At the same time, we are scaling in fintech, logistics, and digital infrastructure to support diversification and long-term resilience. Balancing stable real estate returns with high-growth technology ventures enables us to invest confidently in innovation while maintaining operational strength. ✖

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), he exemplifies dedication and excellence in the business community.



LOOKING FOR A RELIABLE BUSINESS PARTNER IN QATAR?

With a rich legacy of over 30 years in the market, we take pride in delivering comprehensive business solutions and support to companies aspiring to establish and flourish in Qatar

Some of our partners:



LEGAL *services*

The legal sector in Qatar has grown steadily over the years to become a key enabler of investment, dispute resolution, and knowledge transfer aligned with Qatar's long-term development agenda.



Mashael Al Sulaiti
MANAGING PARTNER,
MASHAEL AL SULAITI LAW
FIRM



Ghada Darwish
CEO,
GHADA DARWISH LAW FIRM



Amjad Hussain
PARTNER,
K&L GATES



Ammar Hattab
MANAGING PARTNER,
EY QATAR

MASHAEL Al Sulaiti Law Firm was established in 2012, so we have more than 13 years of experience. Our primary strengths lie in construction, arbitration, and civil litigation. We are also active in Qatar's investment court and assist foreign companies in market entry and legal compliance. Additionally, we focus on taxation, particularly in disputes with the General Tax Authority (GTA), where we have achieved strong results for our clients. We are expanding into digital infrastructure, fintech, cybersecurity, and data privacy, all increasingly important areas. These specialized services reflect our ability to combine local legal expertise with international standards. After establishing our core legal strengths and earning our credibility, we wanted to go beyond legal services and focus on creating impact and purpose. This is where our CSR initiatives come into play. We aim to inspire change not only within the firm, but also in the wider community, including issues such as elder care and cybersecurity awareness.

THE FIRM'S strategy is focused on providing excellent legal services, especially in core areas. We recognize the importance of maintaining the public image we have established through professionalism and expertise. When Qatar won the bid to host the 2022 FIFA World Cup, I keyed into the terrain and acquired a double master's in sports law and became a certified Fellow of the CI Arb. I figured it would be my way of contributing to the Qatar Sports and Arbitration jurisprudence, and I have in the years that I have acted and still acting as arbitrator, chairperson, and/or member of hearing panels on different tribunals, sports and other fields alike, made a mark. With the parties choosing Qatar as the place of arbitration or requiring the application of the Qatar Laws in the resolution, I am contributing my quota in how arbitration in Qatar is evolving and providing detailed legal precedents that will be resorted to in subsequent cases.

WE ARE a trusted advisor that can provide full transactional support, especially with complex and strategic deals. Clients choose us when they require more than just legal advice. We bring seamless access to global experience. K&L Gates operates as one fully integrated firm worldwide, so when a transaction involves sovereign stakeholders, energy assets, or long-term privatization strategy, we assemble the best global talent without burdening the client. They deal with us locally, and we handle the coordination globally. That is why we repeatedly advise on "first-of-a-kind" transactions in the country. We advised on Qatar's first exchange-traded funds. During the blockade, we supported the creation of the free zones, drafting 18 key regulations. We led landmark mergers and acquisitions deals, including the major financial services acquisition involving Al Khalij Commercial Bank (al khaliji). Delivering consistently on such mandates in a focused market like Qatar speaks to the quality and longevity of our relationships.

OUR STRATEGY in Qatar is built around four main pillars. The first is Qatarization and knowledge transfer, ensuring that local talent is equipped to lead the future. We invest heavily in education, training, and leadership programs to prepare the next generation of Qatari professionals to take on key roles within EY and beyond. The second pillar is FDI, where we leverage EY's global network to attract strategic partnerships that deliver long-term benefits to Qatar. The third pillar centers on digital transformation and AI integration, embedding technology across industries to improve performance and resilience. The fourth and equally important pillar is sustainability, diversity, and inclusion. At EY, we believe that a company's success must be measured not only by its financial performance, but also by its societal impact. We also continue to expand our sustainability initiatives, operating paperless for years and aligning our practices with Qatar National Vision 2030 and the Paris Agreement. Ultimately, our goal is to add value beyond financial returns.

VALUES-DRIVEN *culture*

Mubarak Al Sulaiti
CHAIRMAN,
AL SULAITI LAW FIRM AND QATAR LAWYERS
ASSOCIATION

Al Sulaiti Law Firm has grown sustainably and consistently since 2002 through deep practice specialization, structured talent development, and strategic regional and international partnerships.

How is the firm evolving its strategy to meet client demands in an increasingly complex and globalized market?

Since its establishment in 2002, Al Sulaiti Law Firm has grown on a strategy built around specialization, talent development, global partnerships, and a proactive advisory approach. We created specialized teams across arbitration, civil and commercial litigation, criminal law, corporate governance, and intellectual property to ensure that clients receive comprehensive, high-quality legal services aligned with Qatar’s fast-evolving legislation and international standards. Developing promising talent, particularly young national lawyers, is a top priority. We invest in training and mentoring so that new generations can assume leadership roles within the firm. At the same time, we attract senior legal experts to broaden our capabilities and ensure excellence across all practice areas. Our regional and international presence continues to expand through partnerships in Kuwait, Saudi Arabia, Oman, Turkey, the US, and UK. Our Egypt branch recently celebrated its 10th anniversary during Egypt Arbitration Days, reaffirming its importance as one of our key hubs. We also apply a proactive advisory philosophy: anticipating risks, guiding clients early, and supporting their long-term strategies rather than reacting only when disputes arise. This long-term vision has allowed the firm to grow sustainably and consistently since 2002.

How does Al Sulaiti Law Firm approach legal-tech adoption to enhance quality and speed while safeguarding confidentiality and professional responsibility?

Digital transformation is now an essential part of delivering modern legal services. Our legal-tech approach is built on three core pillars. First, we invest in tailored technology solutions, including secure AI-supported research tools and advanced case-management platforms, to improve accuracy, efficiency, and turnaround times. Second, we implement rigorous data-governance standards. Third, we balance innovation with ethical responsibility. AI tools assist with research and drafting, but they do not replace human judgment. Every output is reviewed by experienced lawyers to ensure full compliance with legal and ethical standards. This approach



recently earned us the award for Best Use of Technology in Egypt, an external validation of our commitment to secure, responsible digital transformation.

Which legislative or regulatory refinements would most accelerate diversification and translate into practical reforms for businesses?

Qatar has implemented major reforms that greatly improve the investment climate. The Foreign Investment Law of 2019 allows 100% foreign ownership in most sectors, providing strong protections and repatriation rights. The establishment of the Investment and Commerce Court in 2023 created a specialized, faster, and more transparent mechanism for resolving commercial disputes. Qatar has also strengthened IP laws in line with global standards, including joining the Madrid Protocol. Amendments to the Qatar Financial Centre law in 2024 accelerated litigation timelines and introduced clearer judicial procedures. New draft laws on bankruptcy, PPP frameworks, and commercial registration are expected to further enhance investor confidence. All these reforms form part of a wider review of 27 laws across 17 ministries, supporting Qatar’s target of attracting USD100 billion in FDI by 2030.

What initiatives are you advancing through the association and the firm to expand access, support young lawyers, and embed ethics and service as core pillars of Qatar’s legal community?

Strengthening public trust requires broad initiatives that improve access to justice and empower the next generation of lawyers. We have launched free legal consultation programs and targeted awareness campaigns to help individuals and entrepreneurs better understand their rights. For young lawyers, we offer hands-on training programs in collaboration with academic institutions, courts, and international firms. These initiatives include mentorship schemes, practical workshops, and specialized courses on digital court procedures. We also promote ethics and social responsibility through seminars and codes of conduct that emphasize integrity, independence, and community service. Together, these initiatives form a values-driven legal culture anchored in professionalism and public service. ✖

Expanded across
Qatar, Egypt, GCC,
UK, and US

10th
anniversary of Egypt
branch

BIO

Mubarak Al Sulaiti founded Al Sulaiti Law Firm in 2002, building it into one of the leading law firms in Qatar. With over 27 years of legal experience, he has developed a deep and comprehensive expertise in Qatari law. Beyond his professional practice, he has served on the board of the Qatari Lawyers Association since 2014 and has held the position of chairman since 2022 to date. His influence extends internationally as well, with memberships in the Arab Lawyers Union and the International Bar Association (IBA). He also a commission member of the ICC Global Arbitration and ADR Commission. Previously, Al-Sulaiti served on the FIFA Players’ Dispute Resolution Committee from 2007-2011.



RELIABLE *partner*

KRH has built a 15-year presence in Qatar based on delivering end-to-end HR and logistics services aligned with the country's long-term national vision, high-quality talent pool, and infrastructure-led growth.

BIO

Mohammad E. Al-Muaili brings over 20 years of experience focused on logistics, operational due diligence, and investment. Prior to his current role, he was the CEO of Resal Holding company based in Saudi Arabia. Before that, Al-Muaili established a private equity boutique called Business Gate Holding. He is vice chairman of Real Estate House Company (REH) and a member of the college of business industrial advisory board at the Australian University. He was also vice chairman & CEO of Mubarrad Transport Company Kuwait. Al-Muaili holds a bachelor's degree in industrial engineering from California State University and an MBA from University of Manchester and is an alumnus of London Business School.

Mohammad E. Al-Muaili
CEO,
KUWAIT RESOURCES HOUSE (KRH)

What role does the Qatari market play for the company's strategy?

KRH began its operations in Kuwait in 1991 with a focus on manpower supply. Over time, the company evolved to become a comprehensive HR solutions provider. Today, we offer end-to-end services that include recruitment, vetting, mobilization, legal compliance, sponsorship, payroll, indemnity management, and support services like training, accommodation, transportation, insurance, and catering. Our expansion into Qatar began with our first office established there in 2011. By 2015, we launched full operations and today we are proud to celebrate over a decade of success in that market. Qatar was a strategic choice due to its clear national vision and ambitious infrastructure development ahead of the 2022 FIFA World Cup. We serve both private sector clients and the US government in Qatar, and we have steadily expanded our services. We are now recognized as a major provider to key partners and continue to grow by adding services and capabilities tailored to the Qatari market. The Qatari talent pool is highly educated and driven, with many individuals eager to contribute to business development and operational excellence. The country fosters an environment where talent is appreciated for quality rather than quantity. This quality-driven approach, coupled with a strategic national vision, makes Qatar an attractive market for long-term investment and collaboration.

How does KRH approach talent development and digital transformation in Qatar?

In Qatar, we are also focusing on expanding our training capabilities. We aim to introduce similar training modules like our KRH Academy in Kuwait to ensure that both local and expat staff meet the high standards expected in that market. We have observed a strong openness among Qatari nationals to engage in professional development, which aligns with our values as a company. With the support of our Kuwait office, we aim to offer cross-border knowledge transfer and upskilling opportunities that will enrich our operations in Qatar. Building a future-ready workforce is essential, especially as we expand into new service lines and take on more specialized projects.

“Qatar continues to be a vital part of our regional presence.”

How has KRH adapted to meet the evolving trends that have defined growth and transformation in the HR landscape in Qatar?

In Qatar, the past has been defined by clarity of vision and execution. The country's investment in infrastructure and its commitment to sectors such as energy, defense, and technology have created a wealth of opportunities. Our growth in Qatar has mirrored this trajectory, and we are committed to continuing our contribution to the country's economic and social development. We look forward to deepening our roots and expanding our impact in the years to come.

What initiatives or milestones are you particularly proud of in Qatar?

We are proud of the long-standing relationships we have built with our clients in Qatar. Many of these partnerships began on a modest scale and have grown into major collaborations, with KRH becoming a key provider of HR and logistics services. This success is a testament to the trust we have built and the consistent value we deliver. We are actively working to expand our service portfolio in Qatar, including pursuing projects currently under review. Our strength lies in our cultural alignment with the local market and our ability to adapt and deliver customized solutions. Qatar continues to be a vital part of our regional presence.

Looking ahead, what are your strategic priorities and plans for the year 2026?

In Qatar, our 2026 focus is on expanding our services and increasing our market share. We have already added new talent to support this growth and are actively working to introduce new capabilities. While we do not currently have new countries in the pipeline, Qatar will remain a core focus area for us. We intend to invest in human capital and expand the range of services we provide, ensuring we stay aligned with the country's development goals. ✖



The place to be seen

Shaza Doha is a contemporary landmark hotel in Qatar that transports you within the silk route to a timeless and remarkable journey, it unveils new doors to rich and different cultures. The discerning choice of the international and local travellers will enjoy the fascinating dining outlets that will inspire you by its generosity and modern cuisine from the East.

For bookings or inquiries, contact us at:
+974 4470 9999 | book.doha@shazahotels.com



PILLARS *of growth*

Baker Tilly Qatar is entering a new growth phase, prioritizing advisory services in capital markets, M&A, fintech, and AI while leveraging global expertise.

Sami Zaitoon
MANAGING PARTNER,
BAKER TILLY QATAR

Generates nearly

USD7B

in revenue globally

What does your appointment as Managing Partner at Baker Tilly Qatar represent for the brand in the country?

Baker Tilly is a strong and well-established global network with a substantial presence across the region and worldwide. The network generates nearly USD7 billion in global revenues, which reflects both scale and depth of expertise. For Qatar, this move signals a new chapter with deeper regional collaboration, stronger integration with global offices, and access to a wider pool of subject matter experts. It allows us to elevate our service offering locally while aligning with international standards, methodologies, and sector specialization, ultimately reinforcing Baker Tilly's position as a trusted advisory brand in the Qatari market.

Which service lines are you prioritizing, and where do you see the strongest demand among Qatari corporates today?

All service lines remain relevant to the local market, including audit and tax, which continue to be essential pillars for corporates operating in a more regulated and transparent environment. However, our primary focus is on advisory. We are in the final stages of restructuring our advisory practice to respond to evolving market demands and to align with Baker Tilly's global capabilities. The goal is to strengthen our offering in capital markets, M&As, fintech, and AI. These are areas where demand is growing rapidly as companies seek strategic transformation rather than only compliance support. Audit and tax will continue to be developed with greater specialization, particularly for the financial services and agri-food sectors, but advisory is the key driver of differentiation and growth in the coming years.

How can Qatar benefit most from Baker Tilly's global experience?

The greatest advantage lies in know-how, quality assurance frameworks, and global exposure. Through the international network, Qatar-based clients gain access to global resources, technical expertise, and industry specialists who have worked on complex transactions and transformation projects in multiple jurisdictions. This cross-border knowledge transfer enhances the

sophistication of local projects and enables Qatari corporates to benchmark themselves against international standards.

Are Qatari companies entering a phase where M&A is becoming a key growth tool?

Yes, without question. Market dynamics over the past five years have fundamentally reshaped corporate strategies. Qatar experienced the blockade, then the COVID-19 pandemic, followed by geopolitical tensions that have affected global supply chains and economic stability. These developments altered customer behavior, operating models, and competitive intensity. Many companies accelerated digital adoption, restructured supply chains, or diversified revenue streams. In this context, M&As have become a strategic solution for consolidation, specialization, and technological integration. Looking ahead to 2026 and 2027, we expect to see increased activity both in the capital markets and the private sector. Consolidation will likely occur in industries where scale, technology, and specialization are critical to competitiveness. M&A will serve not only as an expansion tool, but also as a mechanism for resilience and operational efficiency.

How do you see governance and tax compliance evolving, and can these reforms become a competitive advantage for Qatar?

A major milestone was the exemption granted to foreign investors from capital gains tax upon listing their companies on the stock exchange. This reform significantly reduces the financial burden associated with going public. To illustrate, when a company lists, it is revalued at market price. If an investor originally invested USD100 million and the company's valuation rises to USD1 billion, the capital gain would normally be subject to a 10% tax on the difference. By exempting this tax, the authorities have created a powerful incentive for listing and foreign participation. Beyond this, regulatory bodies are working to streamline processes and enhance clarity, although further development is still required. Strong governance and transparent tax frameworks can become competitive advantages by positioning Qatar as a predictable and investor-friendly jurisdiction. ✘

BIO

Sami Zaitoon is a Qatari businessman and strategy leader with over 26 years of experience in corporate finance, investment banking, and strategic advisory across local, regional, and international markets. His professional track record spans capital and corporate restructuring, mergers and acquisitions (M&A), reverse acquisitions, IPOs, privatizations, strategic planning, complex financial turnarounds, fintech, and venture capital. Zaitoon has successfully led business valuations, feasibility studies, debt restructuring, corporate restructuring, financial modeling, and market analysis, consistently delivering innovative and results-driven solutions.

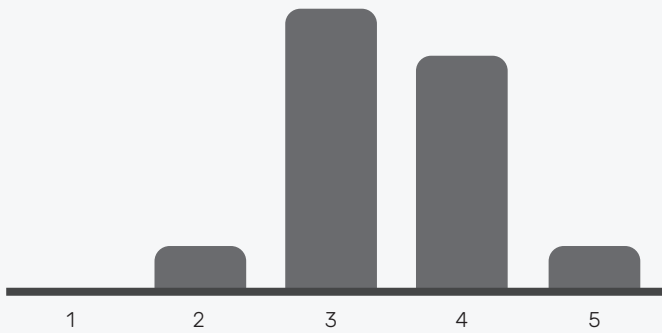


Image: Q world

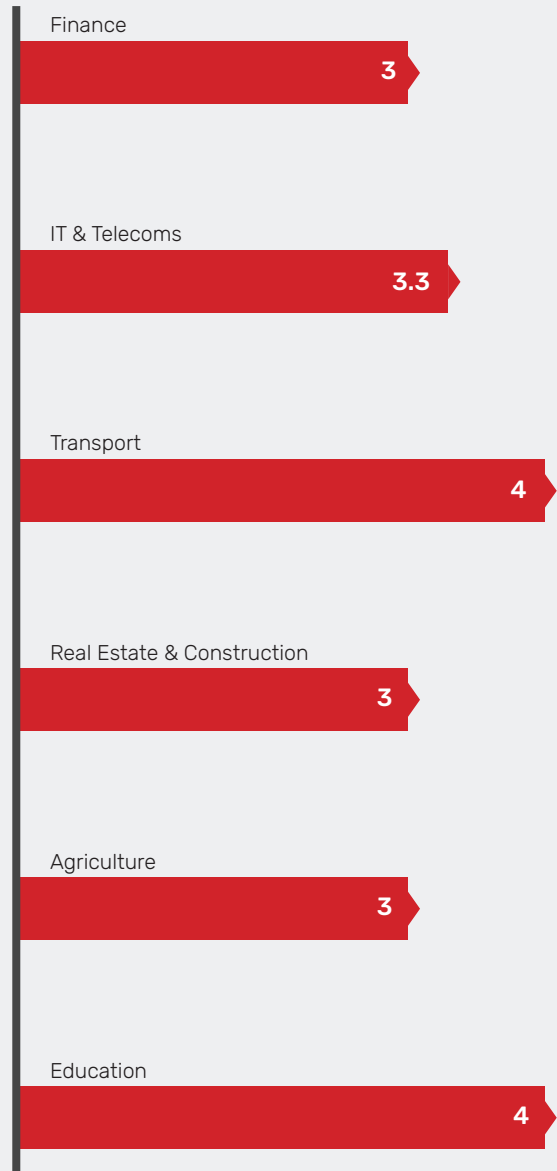
The Business Year Analytics: BUSINESS CONFIDENCE SURVEY

The Business Year interviews dozens of business leaders across every major sector of the economy every year. Using a unique survey methodology, we gauge opinions on a range of issues. These are our 2026 Qatar results.

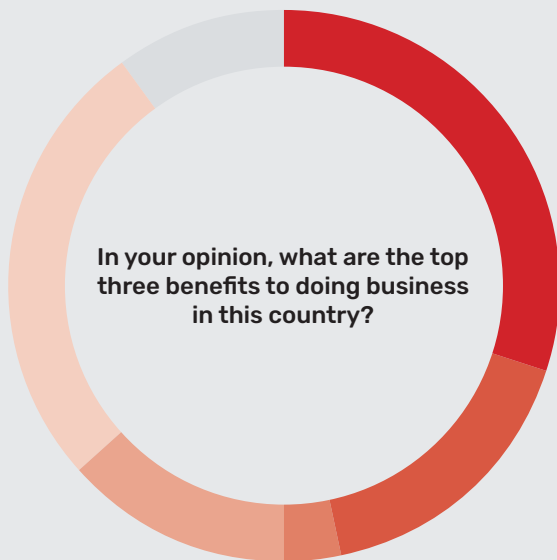
On a scale of 1 (low) to 5 (high), how positive are you about the current macro-economic environment?



On a scale of 1 (low) to 5 (high), how would you rate the current business climate in your sector?



In your opinion, what are the top three benefits to doing business in this country?

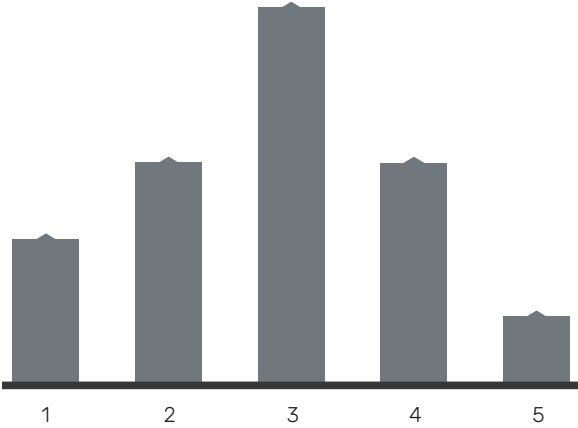


- Business friendly environment
- Tax system and low rates
- Skilled workforce
- Strategic location
- Economic stability
- Well developed infrastructure

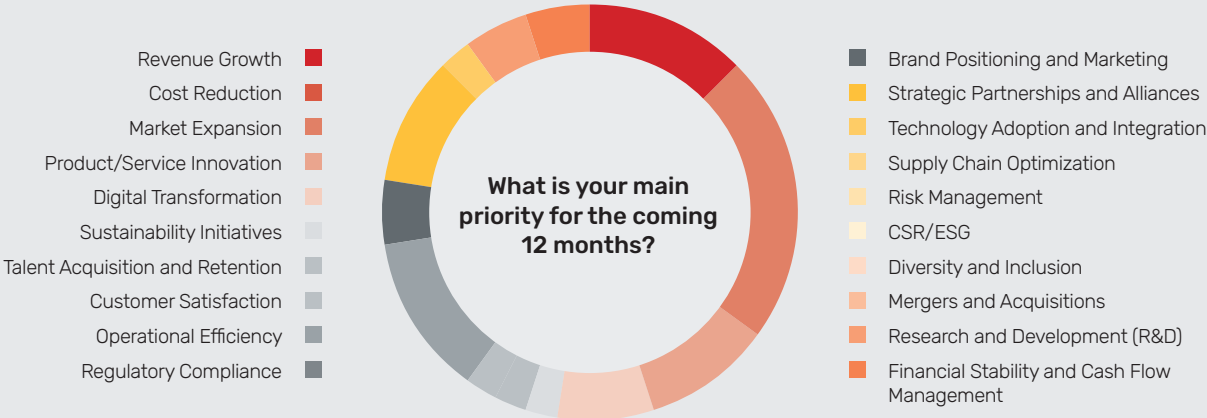
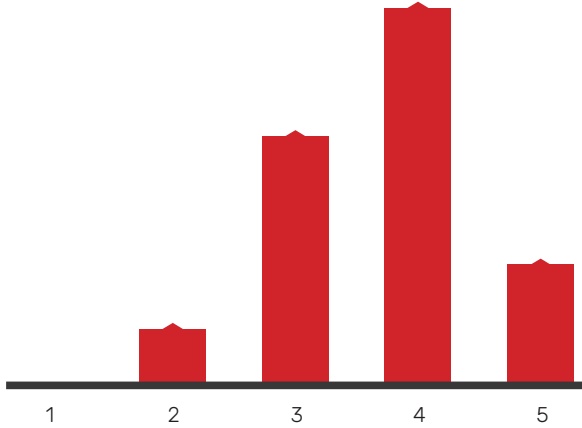
In your opinion, what are the top three challenges to doing business in this country?



On a scale of 1 (difficult) to 5 (easy), how easy is it to source the right talent to fill positions at your business locally?



On a scale of 1 (difficult) to 5 (easy), how would you rate the ease of doing business in this country?





Amna Al-Thani
CEO,
STRATEGY HUB

BIO

Amna Al-Thani holds a bachelor's degree in international politics from Georgetown University School of Foreign Service and a master's degree in international security from Sciences Po University. Her interests include international relations, environmental sustainability, economic policy and education, and she is passionate about being part of projects that support Qatar's growth and involvement in international development goals.



Haajerah Khan
MANAGING DIRECTOR,
STRATEGY HUB

BIO

Haajerah Khan is an experienced entrepreneur and business leader. She holds a bachelor's degree in culture and politics from Georgetown University School of Foreign Service, and a master's degree in international business and policy from Georgetown University. She has extensive experience in international affairs and public policy, communications, project management, public relations, and partnership management.

NEXT STAGE *of growth*

Strategy Hub continues to work to empower the Qatari private sector by advocating policy reforms, improving access to talent and finance, and enhancing public-private collaboration and procurement processes.

How has Strategy Hub observed Qatar's organizations evolve in strategy and decision-making, and where do gaps remain?

AMNA AL-THANI: With Third Qatar National Development Strategy (NDS3) officially launched and its initiatives clearly defined, the conversation has shifted from anticipation to implementation and outcomes. One of the most visible developments has been the wave of public sector reforms, particularly those led by entities such as the Civil Service and Government Development Bureau and the Ministry of Labor. Reforms affecting labor laws, especially those supporting women and working mothers, have been both progressive and aligned with Qatar's broader identity. From a strategic standpoint, there is also greater clarity today. The restructuring of national planning mechanisms and the establishment of clearer oversight functions have helped define accountability. Today, there is an entity responsible for assigning roles, monitoring progress, and evaluating outcomes. The emphasis on KPIs and measurable benchmarks has strengthened accountability. From a consultancy perspective, this increased clarity, oversight, and focus on monitoring and evaluation are among the most significant shifts we have observed. The focus now is on identifying the skills required for the future and preparing the talent that will carry Qatar forward.

HAAJERAH KHAN: NDS3 provides a strong framework that aligns national initiatives under a cohesive international vision. One of the main opportunities now lies in activating the private sector. For decades, Qatar's development has understandably been public sector led, but the next phase requires stronger private sector participation. Talent utilization is also critical. Qatar has invested heavily in educating its workforce. The next step is ensuring that this talent is fully engaged in designing and implementing strategic solutions. This is where Strategy Hub plays a role. We have a capable workforce, and it is time to leverage that expertise to address domestic challenges and opportunities.

How does Strategy Hub help to empower Qatar's private sector amid implementation challenges?

AAT: Empowering the private sector requires a comprehensive approach. First, the right

policies must be in place. Encouraging entrepreneurship means simplifying business registration, reducing regulatory burdens, easing licensing requirements, and facilitating access to finance, talent, and visas. There is broad recognition of existing challenges and a clear commitment to addressing them. Another dimension relates to talent. Public sector reforms have made government employment highly attractive, which can create pressure on private firms competing for skilled professionals. To build a vibrant private sector, policies must ensure competitiveness in attracting and retaining talent. Ultimately, empowerment depends on the right infrastructure, access to finance, and human capital.

HK: Procurement is also essential. From a private sector perspective, companies have the capacity to deliver high-quality projects, but procedural hurdles can limit opportunities. The government is reviewing these processes, and progress is visible. For example, our collaboration with the Ministry of Communications and Information Technology and other stakeholders on the Network of Partners initiative demonstrates how public-private cooperation can activate ecosystems. When contracts are awarded based on quality and impact, the private sector can grow and contribute meaningfully to national priorities.

Looking ahead, how do you see Strategy Hub evolving over the next few years?

AAT: Growth remains our priority, particularly expanding our team to support larger national projects. We aim to position ourselves for high-impact tenders and strategic initiatives within Qatar. While regional expansion is part of our long-term vision, our immediate focus is strengthening our capacity to deliver major projects domestically.

HK: We are also seeking to deepen our role in high-level strategic advisory. Beyond implementation, we want to engage earlier in the process, shaping policy direction and strategic vision before projects are launched. We have also worked with Qatari entities on sustainability reporting and strategy development, including collaborations with Qatar Foundation. These engagements reflect the trust placed in us by leading institutions and underscore our growing role within Qatar's strategic landscape. ✖



Image: Andrei Antipov



SEAMLESS *connection*

Servcorp operates an integrated global IT-driven workspace platform that combines co-working, licensing support, and access to 150-plus offices around the world.

Fabienne Hajjar
GENERAL MANAGER,
SERVCORP

33%

of Servcorp Doha space dedicated to co-working and flexible models

150+

locations worldwide with unified IT infrastructure

50k+

companies in global ecosystem

BIO

Fabienne Hajjar is a business leader with more than 25 years of experience across healthcare and the flexible workspace industry. She began her career as a doctor of pharmacy, before moving into the workspace sector. Over the years, she has worked with companies of all sizes. Her experiences across the Middle East, the UK, and Europe have shaped her leadership style and strengthened her belief in trust, consistency, and building long-term relationships. Today, she serves as Servcorp's general manager for Qatar, Lebanon, and the UK, overseeing multiple locations and ensuring the delivery of the standards the company is known for.

How would you describe your role in enabling businesses that operate in Doha and those that want to expand abroad?

Servcorp today operates as a full business platform with an integrated global IT infrastructure not just as a serviced office provider. We have upgraded and tripled our co-working space across every Doha location. Around 33% of our total space in Qatar is now designated for co-working, shared use, and virtual office to accommodate the needs of founders, SMEs, and early-stage ventures. This reflects a clear trend: companies in Doha want more than just an address. They need entry support, admin services, IT systems, and global reach. Our partnerships with Qatar Financial Centre, municipal authorities, and licensing bodies ensure clients get practical guidance when setting up operations. Servcorp supports this ecosystem through a global business community in which companies based in Doha can meet, transact, and expand. A business may begin in Tornado Tower; however, if it needs to hold meetings in London, Riyadh, New York, or Singapore, the same IT systems, standards, and network are available across more than 150 locations worldwide. This is why clients increasingly use Qatar as a launch hub rather than a destination.

How does Servcorp's global network function as an extension of its Doha operations?

The global network is core to our value. Servcorp's community includes more than 50,000 companies worldwide, and every client in Doha accesses that ecosystem automatically. Entrepreneurs can find legal counsel in London, financial advisory in Paris, technology partners in Tokyo, or client prospects in New York, all without leaving the platform. They can hold meetings across regions in Servcorp facilities using our IT infrastructure. This removes barriers when expanding internationally. Companies that start with us in Qatar often move next to Riyadh, Singapore, or London using the same IT backbone and communications systems. Expansion becomes seamless because we provide a constant operational and technological layer, not just real estate. This also works in reverse.

What makes Doha a strategic part of Servcorp's global network?

Doha is positioned equivalently to our flagship markets. When clients browse our signature locations,

“Servcorp’s community includes more than **50,000 companies** worldwide.”

Tornado Tower, Burj Doha, and Commercial Bank Plaza appear alongside key global icons. This is intentional because Qatar is a mature environment with a strong history of global corporate attraction. When executives in London or Europe face rising costs and tax burdens, Qatar presents a viable alternative while allowing them to retain commercial presence abroad. Our message is consistent: maintain your London or Paris office for representation, but operate your head office from Doha with full IT systems, connectivity, and unmatched support. This has encouraged multiple clients to shift their headquarters to Qatar while maintaining their international identity.

How is Servcorp supporting Qatar's growing startup ecosystem beyond providing workspace?

Many startups in Doha now plan regional expansion from day one, using Servcorp as their base to attend innovation platforms in markets such as Singapore, secure partnerships, and then return with investor interest and operational leads that reinforce Qatar's ecosystem. Streamlined licensing through Qatar Financial Centre, Free Zones, and Media City has strengthened this circulation by reducing setup time, lowering cost, and clarifying onboarding procedures, making the market far more accessible to founders and international operators alike. In parallel, the same infrastructure that enables startup mobility also supports global media institutions that require uninterrupted technical performance. Broadcasters depend on secure bandwidth, reliable recording environments, and rapid tech support, this is embedded across Servcorp's network. Major international media platforms that have operated with us since 2008 continue to expand within our Doha sites precisely because the technological backbone allows content production to continue without disruption. The result is a single ecosystem in which startups, international corporations, and media entities benefit from the same reliability, support IT infrastructure, and cross-border access, strengthening Qatar's position as both a launch market and a stable regional headquarters. ✖



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Shadi Al Samad
CEO,
M2R

CAPTURING *attention*

M2R Group has evolved from a traditional outdoor advertising company into a regional, innovation-driven media ecosystem by investing in advanced infrastructure and expanding integrated media solutions across the GCC, including Qatar, as part of its long-term growth strategy.

BIO

Shadi Al Samad holds a BA in economics from Balamand University of Lebanon. He has over 20 years of experience in management, marketing, sales, and negotiations across well-established organizations.

Can you elaborate on M2R Group's journey from its founding to becoming a regional player in media and advertising?

M2R Group was launched in 2008 with a clear vision: to build media solutions that deliver the right and impactful Media ROI. As one of Kuwait's oldest and largest media houses, we entered the market with the objective of transforming how outdoor advertising was perceived. At a time when out-of-home (OOH) advertising was largely static and traditional, we introduced digital out-of-home (DOOH) as a dynamic, high-impact communication platform. We shifted the industry from fixed billboards to motion-driven storytelling, contextual messaging, and measurable performance. From day one, our role has extended far beyond media placement. We have focused on designing strategic business solutions that accelerate revenue growth and strengthen profit margins, both for our clients and for M2R Group itself. Over the years, we evolved into a 360-degree media ecosystem, offering integrated solutions across DOOH, mall branding and screens, hypermarket networks, radio, cinema, digital marketing, activations, events, and printing solutions. By continuously investing in premium digital infrastructure, landmark locations, and advanced display technologies, M2R has grown from a local outdoor company into a regional innovation-driven media group, redefining how brands engage audiences across the GCC.

What role does the Qatari market play within M2R's wider regional strategy?

The Qatari market is already part of our regional ecosystem. Today, several Qatari businesses leverage M2R's media platforms to target the Kuwait market, utilizing our premium DOOH network, strategic locations, and strong audience reach to expand their presence. This ongoing collaboration highlights the alignment between Qatar's ambitious business landscape and M2R's technology-driven, high-impact media model. While we are not currently operating directly in Qatar, it remains a strategic opportunity within our long-term expansion vision. As we assess future growth, we focus on markets that prioritize innovation, dig-

ital transformation, and measurable media performance, and Qatar naturally fits within that outlook.

How has the GCC's media and advertising sector transformed over the past decade, and what major shifts in audience behavior, content formats, or technology have had the biggest impact on your operations?

The GCC media landscape has shifted from traditional exposure to digital, data-driven impact. Audiences today are faster, more selective, and highly visual, which has reduced the effectiveness of static messaging. The biggest transformation has been the move from traditional OOH to DOOH, where motion, flexibility, and contextual content are essential. At the same time, clients now demand measurable ROI, smarter targeting, and technology integration. These shifts pushed M2R to invest in premium digital infrastructure, advanced content capabilities, and data-led planning, ensuring our platforms deliver intelligent, performance-driven visibility.

For 2026, what are your key strategic goals and objectives across the group's regional footprint to achieve?

The GCC media landscape has changed dramatically. What used to be about visibility is now about impact and accountability. Audiences today consume content differently, they move faster, expect stronger visuals, and respond to experiences rather than static messages. That shift accelerated the move from traditional OOH to DOOH, where screens became dynamic communication platforms instead of fixed billboards. At the same time, brands have become more performance focused. They want to understand where their investment goes, how it performs, and what results it delivers. This evolution in the OOH market placed M2R in a leading position; however, for us, leadership is not a title, but a responsibility. Our goal today is to remain ahead in execution, continuously pushing for smarter ideas, more innovative formats, and higher KPI-driven solutions that truly deliver value. We see change not as a challenge, but as an opportunity to raise the standard every year. ✖



Image: Travel with Lenses



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Finance

DIGITALLY DRIVEN, *sustainably planned*

QATAR'S financial sector is entering a new phase of expansion, supported by strong liquidity, a forward-looking regulatory framework, and sustained efforts to diversify the economy. By early 2025, total banking assets had surpassed QAR2 trillion, with domestic credit estimated between QAR1.28 and 1.34 trillion and deposits close to QAR850 billion. These indicators reflect solid capitalization, stable growth, and significant capacity to finance national development priorities under Qatar National Vision 2030. The sector's strong capital buffers and sovereign backing provide an important foundation of stability as Qatar navigates an unprecedented period of regional security risk.

Islamic finance remains a core pillar of the system. Islamic banking assets exceeded QAR585 billion in 2024, with deposits above QAR339 billion and financing surpassing QAR400 billion. The segment continues to expand across real estate, trade, public infrastructure, and retail financing, reflecting sustained demand for sharia-compliant solutions. When including sukuk, takaful, and Islamic investment funds, total Islamic finance assets are estimated at approximately QAR694 billion, reinforcing Qatar's position as one of the region's most dynamic Islamic financial markets.

Regulatory oversight has been central to this evolution. The Qatar Central Bank continues to supervise monetary policy, banking stability, and fintech development through its Third Financial Sector Strategic Plan, which positions banking, insurance, capital markets, and digital finance as engines of economic diversification. The plan encourages tailored financing solutions, advisory expansion, and accelerated digital adoption, with the aim of increasing the sector's contribution to GDP and strengthening private-sector credit growth.

At the capital markets level, regulation supervised by the Qatar Financial Markets Authority ensures transparency, investor protection, and alignment with international standards. As Tamy Ahmed Ali Al Binali, CEO of QFMA, noted, the authority plays an

active role in collective GCC regulatory efforts to strengthen the region's standing as a trusted and unified investment destination. This coordinated approach enhances confidence in equity markets, listed instruments, and cross-border investment flows. Sustaining that investor confidence during the current period of regional uncertainty is among the most immediate priorities for Qatar's financial regulatory community.

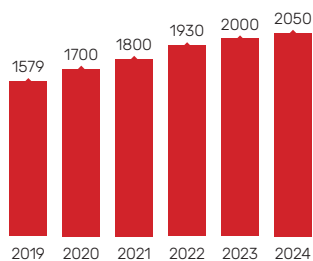
Fintech and digital transformation remain key drivers of modernization. QCB's fintech strategy and regulatory sandbox have enabled digital-only banking models, expanded mobile payment ecosystems, and collaboration between financial institutions and technology firms. Digital adoption among residents ranks among the highest in the region, accelerating demand for online banking, contactless payments, AI-driven credit assessment, and automated compliance systems. These advances improve operational efficiency while expanding access for SMEs and underserved segments.

Sustainability is also gaining traction. QCB's Sustainable Finance Framework encourages ESG integration, green lending products, and financing for environmentally responsible projects. Several institutions have issued green bonds and introduced energy efficient financing solutions, signaling a gradual transition toward responsible lending aligned with global standards. The reconstruction and resilience-building needs of Qatar's energy infrastructure may also generate significant financing requirements in the near term, creating a new and consequential role for the banking sector in supporting national recovery.

Together, these developments illustrate a sector that has built the institutional depth to support Qatar through both periods of growth and periods of acute challenge. The combination of regulatory strength, digital capability, Islamic finance expertise, and sovereign financial backing positions Qatar's financial system as a stabilizing force at precisely the moment the broader economy requires it most. ✖

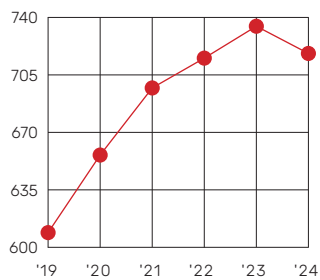
COMMERCIAL BANK ASSETS (QAR BILLION)

SOURCE: QATAR CENTRAL BANK ANNUAL REPORTS



BROAD MONEY (M2) (QAR BILLION)

SOURCE: QATAR CENTRAL BANK



QATAR STOCK EXCHANGE MARKET CAP (QAR BILLION)

SOURCE: QATAR STOCK EXCHANGE

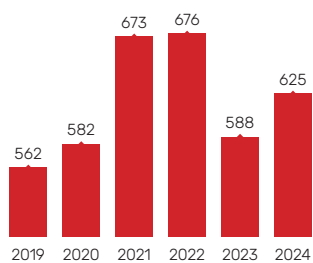


Image: Q world



ELEVATED *standards*

QFMA has worked hard to successfully position Qatar as a benchmark for transparent, innovative regulation, trusted by participants and respected among leading financial centers.

Tamy Bin Ahmed Bin Ali Al-Binali
CEO,
QATAR FINANCIAL MARKETS AUTHORITY (QFMA)

How does QFMA drive financial integration within the GCC?

QFMA is proud to play an active role in the collective effort of GCC regulators to strengthen the region's standing as a trusted and unified investment destination. Our priority is to build a framework that enables companies, bond issuers, and fund managers to access capital seamlessly across our borders. By working in close partnership with our counterparts, we are advancing common standards that reinforce transparency and investor confidence. The next phase will see this cooperation translated into tangible outcomes: cross registration of investment funds, regional debt instruments, and dual listings. These milestones will deepen liquidity, attract global investors, and highlight Qatar's role in shaping a more integrated regional financial market environment.

How will the new Code of Corporate Governance for listed entities and the new Code of Market Conduct strengthen investor confidence?

The introduction of the new Codes of Corporate Governance and Market Conduct represents a decisive step in aligning Qatar's capital market with global best practices. These reforms establish consistent standards across our financial markets, strengthen board independence, elevate disclosure quality, and set clear expectations for ethical conduct. For investors, this translates into greater transparency and confidence, while for listed companies it is a mandate to integrate higher governance standards into their operations and stakeholder engagement. With a one-year transition period, we expect firms to adapt proactively, embedding these requirements into their strategies. In doing so, they will reinforce Qatar's credibility as a trusted regional

and international financial platform, attractive to both domestic and global investors.

What balance is QFMA seeking between innovation and responsible AI regulation?

Our technological footprint is being shaped by our Strategic Plan 2023–2027, which prioritizes digital and innovative advancements as one of its objectives. AI is central to this agenda, offering new ways to strengthen trading efficiency, market oversight, and investor engagement. At the same time, innovation must be matched with responsibility. Our framework sets clear standards for transparency, accountability, and investor protection, ensuring that technological progress is guided by ethical safeguards.

QFMA has launched a real-time surveillance system to enhance transparency and detect irregularities. What impact has this system had on market integrity and investor protection?

Since its launch, this new real-time surveillance system has introduced a higher standard of transparency and accountability in Qatar's financial markets. While such advanced systems typically demonstrate their full impact over time, we are already seeing enhanced monitoring of trading activity. Its deployment has elevated confidence among market participants and underscored our commitment to integrity and investor protection. With continued operation, it will deliver measurable improvements in investor confidence and market credibility, positioning Qatar alongside leading global regulators in deploying cutting-edge oversight technology.

How is QFMA promoting a culture of informed participation in Qatar's capital markets?

Promoting a culture of financial awareness

and market participation is a core pillar of our Strategic Plan 2023–2027. Through targeted campaigns to the wider community and educational outreach to schools and universities, we are embedding financial literacy into Qatar's investment culture. Our programs cover everything from investor protection and digital finance to Islamic finance and ESG, ensuring that every participant, current or future, is equipped to engage responsibly. These efforts reflect our commitment to transparency, financial inclusion, and longterm market development.

How does QFMA's new corporate identity reflect its evolving mission?

Incorporating Qatar's national emblem into our identity makes visible the values we enforce. It conveys sovereign authority that strengthens investor protection and transparency, while its modern design links our awareness programs and technology-driven oversight to a recognizable symbol of trust. This new identity is, therefore, a strategic instrument: embedding financial literacy into market culture, signaling readiness for global engagement, and demonstrating that Qatar's capital market is both authentically rooted and internationally aligned. ✖

BIO

Tamy Bin Ahmed Bin Ali Al-Binali has been the CEO of QFMA since 2023. He has also been a board member of the Qatar Central Bank and the Qatar Financial Centre Regulatory Authority since 2023. Previously, Al-Binali served as assistant president at the Qatar State Audit Bureau and COO of the Qatar Credit Bureau, in addition to other positions. In addition to being a member of several national steering committees, he has served as a member of the board of Masraf Al Rayan and chairman of its internal audit committee from 2020–2023. Al-Binali holds a PhD in Islamic finance and economy from Hamad Bin Khalifa University and has numerous publications to his name in international journals in areas of banking, finance, and economics.



Image: Sama Mustafa



MAXIMIZING *efficiencies*

EDAA aims to modernize Qatar's capital market infrastructure by implementing a central counterparty clearing model, updating regulatory frameworks, and launching EDAA Hub as an integrated investor platform.

Sheikh Mohammed Bin Jassim Al Thani
CEO,
EDAA

How would you describe EDAA's strategy to modernize Qatar's capital market infrastructure?

We have moved decisively into an execution phase focused on upgrading Qatar's post trade and market infrastructure. This transformation represents a fundamental shift in the way the market operates. One of the most significant steps is the adoption of a central counterparty clearing model, including cash clearing, which we plan to launch in October 2027. This is a major milestone for the ecosystem that aligns Qatar with international market practices. The project is being implemented in close cooperation with ELSIC Group, our strategic partner and system vendor for both the central counterparty and the central securities depository platforms. At the same time, we are working closely with Qatar Stock Exchange, as changes to the trading model directly affect the exchange, brokers, custodians, and market participants. We have begun establishing a dedicated program management office that reports directly to EDAA. All relevant stakeholders are involved, including Qatar Central Bank and the Financial Markets Authority, particularly on the regulatory side, as new rules and frameworks are required to support this new market model.

What are the key regulatory changes required to support the rollout of this new system?

The most important change relates to the absence of a central counterparty in the current trading model. At present, the market operates without a formal clearing counterparty, which means we rely heavily on banking guarantees and bilateral arrangements coordinated with Qatar Stock Exchange.

This structure limits the use of securities borrowing and lending, as the risks are significantly higher without a central counterparty. To move forward, we need to establish a comprehensive regulatory framework that enables the creation and operation of a central counterparty in Qatar. This includes participation rules, risk management requirements, capital standards, and governance structures. We are currently working with the Financial Markets Authority to design and update these regulations in parallel with the technology implementation.

How will your recent collaboration with QIBB to streamline dividend and bonus-share distribution improve efficiency and reliability for shareholders?

This initiative addresses a practical operational challenge in the market, particularly around cash dividend distribution. Dividend payments are highly seasonal, with a large number of listed companies distributing dividends within a short period. As dividend payments grow, relying on a limited number of banks creates operational pressure and increases the risk of errors. Our approach has been to distribute the workload more evenly by increasing the number of participating banks and assigning a smaller number of companies to each one. At the same time, regulatory changes now allow companies to pay dividends annually, semi-annually, or quarterly. While the market has traditionally focused on annual payments, we are preparing the infrastructure for more frequent distributions. To support future quarterly and semi-annual payments, we are signing agreements with additional payout banks. This will ensure readiness as the market evolves and as we expect more initial public offerings and

listings in the coming years, which will further increase dividend activity.

What priorities will guide EDAA's efforts in the coming phase as Qatar moves to enhance capital market depth and regulatory integration?

One important initiative is the launch of EDAA Hub, which goes beyond relocating our headquarters. The hub is designed as a one stop destination for investors. We are bringing banks, brokers, custodians, and advisory services into the same building so investors can complete the entire onboarding process in a single visit. We have already signed agreements with major institutions, including QNB and CBQ, and are in discussions with advisory firms. Investors will be able to open accounts, complete documentation, and begin trading within a short timeframe. The hub also houses a new data center, which we are finalizing with a service provider to offer affordable infrastructure services to financial market institutions. This initiative supports the broader ecosystem by reducing costs and encouraging participation. ✕

BIO

With over a decade of experience in financial regulation, risk management, and payment systems, Sheikh Mohammed Bin Jassim Al Thani has been at the forefront of Qatar's financial sector transformation. He was previously director of licensing at Qatar Central Bank (QCB) under the Assistant Governor for Supervision. A graduate of HEC Paris (specialized master in strategic business unit management - financial regulation) and an alumnus of the Qatar Leadership Centre, Al Thani is committed to driving financial innovation, regulatory excellence, and capital market growth in Qatar and beyond.

AN INCLUSIVE *economy*



Sheikha Maryam Bint Khalifa Al-Thani
CEO,
QATAR CREDIT BUREAU (QCB)

QCB's 2025-2030 strategy includes prioritizing fintech integration, expanding sector data participation, and improving SME access to finance through initiatives, among other key priorities.

After launching its new five-year strategy, what key developments is Qatar Credit Bureau prioritizing?

Our five-year strategy began in 2025 with a strong focus on integrating fintech companies and additional sectors into the Credit Bureau ecosystem. Around five key initiatives are nearing completion, including a dedicated fintech platform that provides seamless access to credit reporting and risk analysis tools for digital financial services. Insurance companies are now fully onboard, with live data sharing improving market transparency, data utilization, and access to credit for individuals and corporates. Another major initiative involves developing comprehensive reports benchmarking Qatar's credit market against regional and GCC peers, offering regulators and financial institutions deeper insight into trends, creditworthiness, and risk exposure to support policy and investment decisions. Further initiatives are planned in the coming years, including broader sector integration and enhanced analytical capabilities. In line with Ministry of Finance requirements, car companies have also joined the bureau. Fintech firms, including buy now, pay later providers, work through the Central Bank sandbox before onboarding, with five companies already active. Additional integration efforts target education, through scholarship tracking and student financial data to monitor repayment behavior, and real estate, through analysis of loans and mortgages to improve transparency, lending decisions, and access to housing finance. Together, these efforts position the bureau as a central pillar supporting multiple sectors of Qatar's economy.

How does QCB work to improve credit visibility for smaller enterprises and support their access to lending?

Our data analysis now focuses on SMEs, with economic intelligence applied to support their growth. We aim to enhance SME access to credit and provide insight into their economic value. Maintaining SME data within the Credit Bureau is challenging, but we are developing scoring systems to increase SME visibility and value in the market. These scoring tools incorporate multiple dimensions, including repayment history, financial statements, and sectoral benchmarks. By providing a clear and reliable assessment of creditworthiness, SMEs can access funding more easily, enabling them

to expand operations, hire additional staff, and contribute more effectively to the national economy. We recently launched Adamin with QDB, a platform for SMEs seeking credit. It allows businesses to see offers from multiple banks, compare options, and understand terms. This platform is supported by both the Central Bank and the Credit Bureau, improving transparency and access for SMEs and startups. By providing comprehensive information on available credit options, including interest rates, repayment terms, and eligibility criteria, Adamin empowers businesses to make informed financial decisions and fosters a more competitive lending environment. The platform also encourages financial literacy among small business owners and fintech entrepreneurs, ensuring they can optimize their borrowing strategies for growth and sustainability.

2026 marks the Credit Bureau's 15th anniversary. How has the organization strengthened Qatar's financial resilience over this period?

Our main contribution has been ensuring transparency across sectors, including oil and gas, education, health, and finance. Credit risk assessment and data-driven insights have supported economic stability. Over 15 years, the bureau has matured with the financial sector, adapting to fintech integration and market growth. Our credit database provides essential information on individual and corporate behavior, supporting sectoral development and overall economic resilience. By offering reliable, real-time data, we help financial institutions make informed lending decisions, minimize risks, and support sustainable economic growth. The bureau has also played a role in raising awareness about credit literacy and responsible borrowing, which has been critical in maintaining consumer confidence. Education and awareness are priorities. We plan to continue outreach to companies and individuals, helping them understand the credit system. Over 15 years, QCB has become a confident and integral part of Qatar's economic system, with reliable data supporting business decisions and market transparency. We aim to continue building trust with all participants in the financial ecosystem and ensure that the public fully understands the value and benefits of our services, contributing to a more informed, resilient, and inclusive economy. ✖

BIO

Sheikha Maryam Bint Khalifa Al-Thani was appointed CEO of QCB in 2018. She has been with the bureau since it was established in 2009 and held several positions during her tenure there. Notably, she served as director of the economic intelligence department for five years. She has managed multiple projects in Qatar CB and has overseen major initiatives including the launch of Qatar CB's mobile app. Before this, she spent two years in the Investment Department of Qatar Central Bank starting in 2006. Al-Thani holds a bachelor of science degree in business administration from Qatar University.

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Qatar Credit Bureau



A REGIONAL *leader in banking*

QNB continues to play a central role in financing Qatar's diversification, supporting key sectors such as infrastructure, manufacturing, and technology while strengthening SME and green financing frameworks.

BIO

Abdulla Mubarak Al Khalifa joined QNB Group in 1996 and is currently the group CEO. He has held several senior strategic positions across the group, with his most recent being executive general manager – chief business officer, with responsibility for corporate, retail, assets and wealth management, treasury, and international banking. Al Khalifa holds a bachelor's degree in business administration from Eastern Washington University in the US.

Abdulla Mubarak Al Khalifa
GROUP CEO,
QATAR NATIONAL BANK (QNB)

How is QNB leveraging its scale and expertise to accelerate Qatar's economic transformation beyond hydrocarbons?

Our purpose is to promote prosperity and sustainable growth across the markets we serve, and in Qatar this translates into a clear mandate to support national economic and social development. QNB has been pivotal in driving change and progress to the country, supporting national strategic projects through infrastructure and investment financing. QNB has financed the development of the country's infrastructure build-up, utilities, as well as social infrastructure, such as healthcare and education. This has helped Qatar to become one of the richest, secure, most stable countries in the world with ample financial resources, a business-friendly environment and state-of-the-art infrastructure. The Qatar National Vision 2030 aims to transform the country and transition towards a knowledge-based economy. QNB is leveraging its scale, its top tier ratings, balance sheet strength, brand and regional connectivity to act as an enabler of Qatar's economic transformation beyond hydrocarbons. QNB as the leading domestic bank has the objective to act as a one-stop shop for SMEs through its comprehensive value proposition and product range. This is not only limited to financing, payments, transaction banking services, such as trade finance and cash management, but also includes a wide range of merchant solutions and e-commerce related services. This will help foster entrepreneurship and the development of strategic sectors in the country.

How does QNB view its social responsibility in developing human capital and supporting national goals?

QNB's growth and success would not have been sustainable without investing in the most valuable asset: our people. Our employees are paramount to our business success. Despite our strong international growth, we remain faithful to our Qatari roots and heritage, serving Qatari society and supporting the growth trajectory of our country. As the first Qatari-owned bank, established over 60 years ago, we see it as our obligation to be an employer of choice in the country. Today, our

Qatarization ratio is over 60%, the highest rate within the financial services and private sector of the country. As part of our ongoing training and development, we introduced several transformative initiatives designed to equip future Qatari talent with essential skills and knowledge. We invest in programs like Kawader Malia, nurturing Qatari professionals in finance, and partner with leading institutions to provide training in AI, leadership, and digital skills. Our succession planning process ensures continuity to develop an in-house leadership bench. Furthermore, we are also committed to supporting the next generation of Qatari university graduates as well as talented young professionals through our dedicated national leadership programs.

What strategic priorities will define QNB's roadmap for the future?

One of the core factors of QNB's success over the last 60 years is our clear and focused aspiration and strategy. We recently approved a new five-year plan which affirms our aspiration to maintain our leadership position in the Middle East and Africa. We aim to continue to capitalize on our core value proposition as an international wholesale bank across all the markets and geographies in which we are present. QNB's new 2030 group-wide strategy identified five primary growth engines: facilitate GCC and MEA connectivity for our global clients; maintain our leading domestic corporate market position; enhance our global markets offering; nurture our FI relationships; and strengthen our wealth offering onshore and offshore. We also aim to leverage innovation as a strategic enabler. We actively incorporate new technologies, such as AI, blockchain, cloud and data to transform our business. We are proud to have the largest digital bank in Türkiye and are using this experience to launch similar concepts in other markets. Finally, we also recognize the importance of ESG, which we have embedded across our business and operating model. Our best practice sustainability strategy and framework makes us a regional ESG leader. In 2026, we developed a group-wide climate change strategy and have committed to achieve Net Zero by 2050. ✖





CONTRIBUTION *to the nation*

One of Qatar's established financial institutions, Ahlibank has grown alongside its customers since its inception, consistently supporting enterprise and development.

Hassan Ahmad AlEfrangi
CEO,
AHLIBANK

What have been the most significant milestones for Ahlibank in recent years, both in terms of performance and strategic development?

In 2025, ABQ delivered another year of steady and resilient performance, which is the result of a long-term strategy executed with discipline and clarity. Our focus has remained consistent, disciplined growth, capital strength, and institutional resilience. Over the years, the bank has consistently set strategic priorities in motion that are now translating into sustainable and measurable outcomes. One defining milestone was the issuance of QAR500-million, 4.45%, three-year fixed rate denominated corporate bonds, the first to be listed and traded on the Qatar Stock Exchange (QSE). This achievement represents a significant step in deepening and diversifying the country's financial markets. In parallel, ABQ also issued a USD500-million EMTN in the international bond markets, further strengthening its funding profile and global market presence. The bank continues to expand its balance sheet while achieving record profits, which is a clear testament to the effectiveness of ABQ's long-term strategy and prudent risk management.

How do you balance growth ambitions with capital strength, governance, and long-term sustainability?

A key strength underpinning ABQ's performance is its ability to simultaneously maintain strong asset quality and a high credit rating. This dual achievement reflects disciplined governance, robust internal controls, and a selective credit culture. As a strongly capitalized institution, ABQ carefully balances growth ambitions with shareholder returns, ensuring stability and long-term sustainability. Our approach is anchored in clearly de-

fining risk appetite parameters approved by the board. Asset growth is calibrated against capital adequacy, liquidity coverage, and sector concentration limits. We prioritize quality over scale, ensuring that each expansion phase strengthens rather than stretches the institution. Long-term sustainability also requires integration of ESG considerations into credit and strategy decisions.

Ahlibank achieved a milestone by listing Qatar's first corporate bonds on QSE. What does this signal about the maturity of Qatar's capital markets?

The listing of its inaugural QAR-denominated bonds not only strengthens ABQ's capital structure but also advances national financial priorities by broadening investment instruments, expanding market access, and reinforcing the depth and maturity of Qatar's financial markets. This milestone signals regulatory readiness, institutional investor appetite, and growing market sophistication.

How is Ahlibank evolving its digital strategy and customer offering while ensuring strong cybersecurity and operational resilience?

At ABQ, digital transformation initiatives are being aligned with a risk-based approach that integrates cybersecurity, technology risk and resilience considerations from the design phase, and digital initiatives are implemented under "secure by design" and "resilient by design" principles, ensuring that cybersecurity and data protection are embedded from the start which ensures that innovation does not outpace control maturity. We continue to invest in customer-centric digital channels, payments infrastructure, and operational automation, while maintaining a strong governance culture and aligning technology governance with Qatar Central Bank regulations on

information security, cloud computing, and technology risk.

Looking ahead, what are Ahlibank's strategic priorities for the next two to three years?

At its core, ABQ is a Qatar-focused bank deeply embedded in the country's economic fabric. Looking ahead, ABQ anticipates robust and resilient private sector growth. Our priorities remain clear and purposeful, which are to: deliver sustainable balance sheet growth in targeted corporate, SME, and retail segments aligned with Qatar's diversification agenda; deepen digital integration to enhance efficiency, customer engagement, and operational agility while maintaining a strong governance culture; continue optimizing capital and liquidity while strengthening governance frameworks to ensure resilience across economic and geopolitical; and develop a growing role for responsible finance, thus embedding ESG considerations into lending and investment decisions. Ahlibank's journey is closely intertwined with Qatar's development, and our ambition is not simply to grow as a bank, but to contribute meaningfully to the Qatar's evolving economic landscape, combining prudence, innovation, and long-term commitment. ✕

BIO

The CEO of Ahlibank, Hassan Ahmad AlEfrangi started his career with Ahlibank and worked in various departments where he played a prominent role in its growth. He has extensive experience in retail banking and risk management. AlEfrangi held many senior positions during his years at Ahlibank, the last being Ahlibank's deputy CEO, retail and private banking. Prior to re-joining Ahlibank, he was the group CEO of Qatar General Insurance Co. He holds a bachelor's degree in finance and banking from Applied Science University, Amman, and has more than 20 years of experience in the banking field.

Where ambition shapes the future

Transforming visions into achievements,
side by side



Ahlibank stands with those who aspire to reach new heights. We believe that in dreaming big, we don't just imagine the future, we create it.

Our ambition reaches for the stars, and we invite you to join us in crafting a tomorrow filled with endless possibilities.

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SCALE *and scope*

Qatar's sharia-compliant footprint unlocks a potential for social contribution and ethical business practice that is both deep and wide.

THE SIGNIFICANT status of shariah-compliant banking and capital markets in the wider global financial ecosystem is evident from its scale alone. Islamic financial assets are estimated to surpass USD7.5-trillion by 2028, up from an already formidable USD5.5-trillion in 2024. Globally in 2024, Islamic finance soared by 10.6%, while Qatar Finance Center (QFC) data reveals that shariah-compliant finance alone claimed 27% of Qatar's total financial system.

Tellingly, QFC's Qatar Islamic Finance Report 2025 is titled: *Innovation in Structure and Scope*, because beyond scale is the growing scope of shariah-compliant finance, i.e., instruments and solutions that see further than the bottom line. Shunning investment perceived as harmful to individuals and wider society, such as gambling and excessive speculation, the natural domain of Islamic finance is sustainable value creation through tangible assets. Islamic finance's sophisticated credentials derive from a need to compete convincingly with the tried-and-tested instruments of conventional banking, all while delivering an ethical message. Today, shariah-compliant finance features sophisticated funds of structured products, private equity, and real estate investment trusts (REITs), ethically presenting opportunities within the property market and infrastructure financing to realize strategic national and corporate projects. Supporting the diversifying economy, we note state-owned Qatar Development Bank, which notably finances SMEs. This institution adopted the Islamic banking model in 2010, as the Qatar Central Bank (QCB) discontinued the option of Islamic banking windows.

Qatar's regulatory regime is also future proofing the fruit of digital innovation. The Digital Banking framework ensures that digital banks instill the same confidence, observing the same standards as their conventional counterparts. Qatar's Digital Assets Framework fosters entrepreneurial initiative and, in turn, a greater market for fintech products and services. QCB's Qatar Fintech Strategy 2023 is a part of the initiative defining the development of areas like digital payments, insurtech, wealthtech, and cybersecurity. Meanwhile, the QCB's regulatory sandbox allows swift and safe testing of new instruments and services before their debut in the shariah-compliant marketplace.

Qatar is demonstrably at the epicenter of shariah-compliant activity. In 2024, this component of its financial ecosystem grew 4.1% YoY in value to USD187.5-billion, where Islamic banks accounted for 87.4% of Islamic finance assets followed by sukuk on 11.2% (issuances in 2024 soared 161%), and takaful (compliant insurance) on 0.7% of overall assets, which rose 7.1% YoY.

E&Y research has identified Qatar as a leading protagonist in Islamic finance's future, a stage it shares with Indonesia, Saudi Arabia, Malaysia, the UAE, and Türkiye. The latter provides a helpful example of internationalization: in 2023, QFC inked an MoU with the Participation Banks Association of Türkiye. The resulting structured framework features collaboration on common themes, while facilitating direct correspondent banking relationships and the exchange of financial, economic, and banking data. The initiative also set the stage for shared summits, conferences and real-world collaboration.

We may conclude, then, that the hallmark of Qatar's Islamic financial ecosystem is innovation on par with its conventional counterpart. Digitalization and Web3, once established, can only fuel the process. And of course, at the core is a fundamental alignment with the ESG-inspired investing principles increasingly required across value chains in the financial and real sectors. ✖

SHARE OF GLOBAL ISLAMIC BANKING SECTOR



■ 30%	Saudi Arabia
■ 12%	Malaysia
■ 10%	UAE
■ 8%	Qatar
■ 40%	Other



STRATEGIC *priorities*

By focusing on product innovation, service enhancement, and digital advancement, AlRayan Bank aims to ensure customers continue to see it as a trusted partner in every stage of their financial journey.

Fahad bin Abdulla Al Khalifa
GROUP CEO,
ALRAYAN BANK

AlRayan Bank delivered a strong performance in 2025 with a reported net profit of QAR1,530 million and continued balance sheet growth. What were the main drivers behind this performance?

Our 2025 performance was driven by the strength of a clear and disciplined strategy, one that balances financial resilience with a strong commitment to customer value. In a year marked by global economic uncertainty and a complex interest rate environment, we remained focused on the fundamentals: prudent risk management, disciplined execution, capital strength, and long-term sustainability. That approach enabled us to deliver a net profit of QAR1,530 million, a 2% YoY increase, while growing total assets to QAR181.3 billion and maintaining a strong capital adequacy ratio of 25.5%. These results reflect the resilience of our balance sheet, the quality of our asset base, and our ability to respond to market dynamics with consistency and confidence. Ultimately, resilience is not only about navigating external challenges, but about staying close to customers, protecting the strength of the institution, and continuing to create sustainable value for all stakeholders.

What role does digital innovation play in your long-term strategy?

In 2025, our digital agenda was guided by one clear goal: make banking smoother for customers and more efficient for the bank by reducing friction, shortening response times, and raising service quality at every touchpoint. That is why we invested heavily in customer journeys and service consistency, expanding ease of access, improving reliability, and accelerating responsiveness. We also launched an advanced digital expe-

rience through our mobile app, positioned among the best in the market, setting a new benchmark for user experience and simplicity. At the same time, we are moving from simply digitalizing processes to reimagining the Islamic banking experience end-to-end, building ecosystems beyond the app, where payments, savings, investments, and lifestyle services connect seamlessly, and partnering with fintechs where it accelerates customer value, such as micro-investing and SME platforms, data-driven credit assessment, and digital advisory. And we are already taking the next step: we have started deploying AI within our operations to boost efficiency, support future growth, improve risk management, and enable deeper personalization of services.

How does the bank approach human capital development?

We consider attracting, developing, and retaining Qatari talent a permanent strategic priority, because sustainable performance depends on building capability, not only building products. In 2025, our Qatarization reached 33% with 192 Qatari employees, and our teams completed more than 20,000 training hours. We also maintained active partnerships with universities and employment platforms, providing 55 internship and graduate opportunities to support the next generation of Qatari professionals. Looking ahead, the skills that will define the future of Islamic banking are a blend of principle and modern capability. The future requires digital fluency, an AI and data mindset, stronger risk awareness, and the ability to design customer experiences that are both seamless and trusted.

Looking ahead to 2026 and beyond, what are your strategic priorities for AlRayan Bank?

Looking ahead to 2026 and beyond, our priorities are clear: to continue executing with discipline, deepen customer centricity, strengthen resilience, and accelerate innovation in ways that create measurable value. AlRayan Bank is focused on building a stronger, more agile, and future-ready Islamic banking institution across retail, wholesale, advisory, and asset management. A key strategic priority will be to further elevate service quality and customer experience. In parallel, we will keep strengthening our operational foundations so that efficiency, speed, and consistency translate into better outcomes for both customers and the bank. Innovation will remain central to our next phase of growth, particularly as we advance our AI journey. In 2026, we expect technology solutions built on AI to support tangible improvements in operational speed, risk mitigation, and customer personalization. More broadly, our ambition is closely aligned with Qatar National Vision 2030 and with Qatar's continued rise as a regional center for Islamic finance. ✖

BIO

Fahad Al Khalifa is a seasoned banking professional with over 25 years of experience in leadership roles in financial services. He was appointed to the role of Group CEO of Masraf Al Rayan in 2021. Before joining Masraf Al Rayan, he was the GCEO of Al Khalij Commercial Bank since 2014. Throughout his career, Al Khalifa has held prominent positions in Qatar's leading financial institutions to include Qatar Central Bank and Qatar National Bank (QNB), where he held the positions of group treasurer and GM group corporate banking and financial institutions.

NEXT *phase of growth*



Stephen Moss
GCEO,
COMMERCIAL BANK (QATAR)

The Commercial Bank approaches resilience by focusing on balanced, capital-efficient, and sustainably profitable growth to deliver consistent returns and long-term value.

How does The Commercial Bank approach the issue of resilience?

The Commercial Bank is a highly respected institution that has been at the heart of Qatar's financial sector since 1974 and has a great history and heritage. We carry the weight and responsibilities of the past with great pride and the possibilities of the future as we embark on our next phase of our strategy with clear purpose. That's why resilience underpins our strategy to deliver The Commercial Bank's next phase of growth and enable us to realize our strategic vision: to be Qatar's banking partner of choice, creating long-term value for our customers, our people, and our shareholders. To do so, we have set a clear ambition to build a stronger, more balanced, and sustainably profitable bank. We are reshaping Commercial Bank into a more capital-efficient and customer deposit-anchored institution. We are sharpening our focus on growth opportunities among Qataris, SMEs, and affluent clients, while targeting sustainable shareholder returns and dividends. And we are doing so by building on more than five decades of heritage and a strong customer franchise, a platform that ensures Commercial Bank is well positioned to deliver safe, sustainable profitability; long term value for all of our stakeholders; and, to continue to support Qatar's economic growth into the future.

How do you translate that strategic vision into business reality?

Our strategy is supported and enabled by three pillars: technology and innovation; digital; and talent, teamwork, and culture. Our technology and innovation initiatives will see us modernize our technology, which will support speed, scalability and efficiency across our business. Through digital, we are enhancing onboarding, client services, and cross-channel engagement. We plan to maintain our strong position in digital adoption with a continued focus on personalization, seamless mobile journeys, and integrated servicing across wholesale and retail banking. Through talent, teamwork, and culture, we are strengthening our analytics capabilities, AI tools, and talent base, whilst reinforcing a performance-driven culture based on clear accountability, collaboration

and execution. These three pillars provide the essential support required as we deliver on our next phase of growth, ensuring resilience not just in strategic execution, but in customer service, internal systems and operations, and in the development of talent.

How are you integrating innovation into Commercial Bank's core business model to maintain competitive advantage while enhancing customer value?

Innovation is deeply integrated in our business model and strategic objectives. A good example is the launch of Visa Commercial Pay, where we were the first bank in the market to introduce this virtual payment solution for SMEs. This first-in-the-market solution transforms how businesses manage supplier payments and corporate expenses, making the process more secure, transparent, and efficient. Strategically, this deepens our relationship with SME clients by embedding ourselves into their daily operations and also shifts part of our growth toward transaction-based and fee income. More broadly, through retail and wholesale banking, we are redesigning journeys end-to-end, from onboarding to payments to credit decisioning, using data and digital tools to improve speed, convenience, and risk management. This is how we maintain competitive advantage: by combining strong banking fundamentals with digital capability, and ensuring innovation directly enhances customer value while strengthening our returns.

Looking ahead, what are your strategic priorities for the bank's next phase of growth?

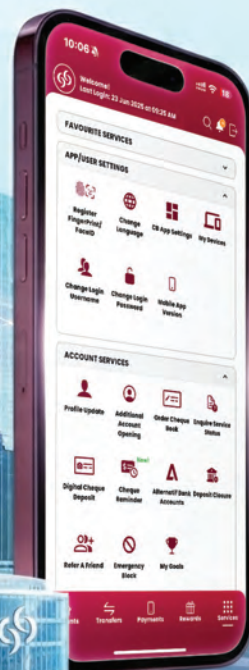
Our vision is clear: to be Qatar's banking partner of choice, delivering long-term value for our customers, our people, and our shareholders. To realize this vision, we have set a clear ambition: to build a stronger, more balanced, and sustainably profitable bank. We have in turn translated this ambition into clear strategic priorities that our clients are already experiencing. Delivering on the next phase of our strategy will require fantastic teamwork, ensuring that everyone on the team is going the extra mile for customers, and requiring us to constantly evaluate and recognize where we can do things better. ✖

BIO

Stephen Moss is the Group CEO of Commercial Bank. In addition to his primary executive role, he serves as vice chairman of Alternatif Bank in Turkey and sits on the boards of the National Bank of Oman and the United Arab Bank in Sharjah. He has over 33 years of international banking experience, having held senior executive and board roles across Asia, the Middle East, Europe, and the Americas. Most recently, he was regional CEO for HSBC's Middle East, North Africa and Türkiye business, with responsibility for operations across nine countries. Earlier leadership roles included chief of staff to the HSBC group CEO, HSBC group head of strategy, and HSBC group head of mergers & acquisitions. He also served on the HSBC Group Executive Committee for 10 years. Moss is a Chartered Accountant (ICAEW), holds a BA in economics and accountancy from the University of Kent and is an Advisory Board member of the Hong Kong Red Cross.



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Mohammed Ismail Al Emadi
GROUP CEO,
LESHA BANK

SYNERGETIC *capabilities*

After a strong 2025, Lesha Bank will continue to invest in advanced digital infrastructure and client-centric technology while broadening its international footprint and delivering differentiated shariah-compliant investment solutions.

BIO

Mohammed Ismail Al Emadi serves as CEO of Lesha Bank, bringing with him over 18 years of extensive and diverse experience in the banking sector. He has honed his expertise across several banking areas, including corporate, retail, private, international, and investment banking. Al-Emadi's leadership extends to his position as the Chairman of Oryx Corniche Developments QPJS. Prior to joining Lesha Bank, he was the group chief business officer at Masraf Al Rayan.

Lesha Bank posted strong profit growth in 2025. How is this success shaping the bank's strategic roadmap for 2026 and beyond?

Lesha Bank delivered strong financial performance in 2025, reporting a net profit of QAR200.1 million, representing a 56% increase YoY, alongside continuous double-digit growth across key indicators. Building on this momentum, the bank's 2026 strategic roadmap is focused on accelerating sustainable growth while strengthening institutional resilience. The solid profitability achieved in 2025 enhances our capital position and provides greater flexibility to scale selectively in high-potential sectors and markets. We aim to continue to deepen our alternative investment platform, expand our geographic reach, and enhance our distribution capabilities to capture emerging opportunities. At the same time, we remain committed to prudent risk management, operational efficiency, and disciplined capital allocation to safeguard stakeholder interests. Investments in talent, technology, and governance will further reinforce our competitive positioning. As we look ahead, our objective is to enhance growth efficiency and deliver differentiated shariah-compliant investment solutions, reinforcing Lesha Bank's position as a resilient and forward-looking investment banking institution.

How does Lesha Bank leverage digital channels to stay competitive and meet evolving customer needs?

As Qatar's banking sector accelerates toward digitalization and open banking, Lesha Bank recognizes that technology is a critical enabler of long-term competitiveness, particularly as an investment bank serving sophisticated clients. While our digital approach differs from that of retail banks, our focus is on enhancing client access, operational efficiency, and institutional resilience. During the year, we advanced our digital transformation agenda through the successful implementation of a cloud-based ERP system, strengthening integration across core functions and improving data quality and reporting capabilities. We also completed a major upgrade of our core banking system, alongside infrastructure modernization initiatives that enhanced cybersecurity, automation, and system performance. Importantly, we are currently improving our mobile application that will provide clients with improved visibility and access to their investment portfolios. By continuing to in-

vest in secure, scalable digital infrastructure and client-centric technology, we aim to position Lesha Bank to remain agile, competitive, and future-ready in an increasingly digital financial landscape.

How does Lesha Bank leverage its treasury investments in sukuk and its advisory role as lead manager for issuers within this market?

Sukuk activity across the GCC continues to gain strong momentum, supported by robust regulatory frameworks, deepening liquidity, and sustained demand for shariah-compliant financing. Infrastructure development, ESG-linked funding, and bank capital optimization needs are driving a resilient and diversified issuance pipeline across the region. Within this landscape, Lesha Bank has positioned sukuk as a core component of its treasury strategy. The bank is an active participant in both primary and secondary markets, adopting a dynamic investment approach to capture attractive risk-adjusted yields. Over the past four years, our sukuk portfolio has grown 10-fold, underscoring its increasing strategic importance. Beyond generating stable and predictable income, the portfolio serves as an effective liquidity management tool. Complementing our treasury activities, our Investment Banking Advisory team plays a leading role in structuring and executing landmark sukuk issuances. In 2025, we acted as Joint Lead Manager on several notable transactions in Qatar, supporting corporates in accessing efficient shariah-compliant funding solutions. Together, our treasury expertise and advisory capabilities create strong synergies, enabling us to serve clients holistically across investment, liquidity, and capital-raising needs.

How does the bank adapt its risk, compliance, and governance frameworks to meet these updated regulatory standards?

Lesha Bank had already anticipated many of the regulatory enhancements introduced in 2025, and we have been proactively strengthening our governance, risk, and compliance frameworks over the years. We are upgrading our governance structure, streamlining key processes, and deploying technology solutions, including enhanced digital onboarding and next generation AML and monitoring platforms. Our efforts are driven primarily by a broader strategic vision, meeting the evolving expectations of clients who increasingly demand seamless, secure, and trustworthy financial services. ✖

A LITTLE DISRUPTION *goes a long way*

While conventionally undesirable, disruption lies at the very heart of the digitalization currently reshaping financial services worldwide, including insurance.

THE DEMAND for accessibility, data security, and personalization has precipitated digitalization throughout the financial universe, and especially in Qatar, where innovative fintechs and insurtechs are widening their product portfolios in pursuit of market depth. The opportunities are huge, as there is a large and evolving market to capture, with the country's insurance penetration languishing at around 1%. As far as insurtech is concerned, the perennial challenge is to reassure the reported 70% of Qataris concerned over data security. From the insurers' perspective, the relentless drive for operational efficiency, productivity, and earnings also fuels insurtech investment. Sector players are leveraging AI, big data analytics, blockchain, machine learning, and process automation. Meanwhile, in keeping with its ambitious national Vision 2030, Doha is becoming a regional hub for financial technology in its myriad forms.

A standardized industry inspires confidence, and in 2023, a new government regulation mandated all insurance companies to adopt digital platforms for policy management and claims processing. The goal? Transparency, optimized customer service, and operational efficiencies, all leaning on insurtech capabilities. Qatar's insurtech market has an estimated value of USD1.2-billion as of 2025, with growth fueled by factors like rising consumer awareness and the trend towards personalized coverage, as well as technology uptake by the sector itself.

Health and auto insurance dominate the market by sub-category given their fundamental significance for both work and home. Amit Anand, General Manager of global insurance giant Zurich Insurance in Qatar, told TBY that the "majority of Qatar's workforce consists of expatriates seeking financial stability for their families and future, yet life insurance penetration in Qatar reportedly remains below 1%, one of the lowest globally. This presents a tremendous opportunity to improve financial resilience." Another factor of industry momentum, then, is the significant number of foreign firms opting to benefit from appetizing investor incentives. Anand also commented on the record-breaking number of new companies registering with the Qatar Fi-

nanacial Center (QFC) over the last few years, which, he said, "directly expands the corporate and retail client base for insurers such as Zurich." Moreover, he added, "When companies relocate talent, end-of-service savings and group life benefits become an important part of attracting and retaining high-quality staff." Thus, he concluded, "Qatar's strategy to diversify its economy and build a knowledge-based society aligns perfectly with our focus on human resilience and long-term financial security."

There is also momentum in the commercial arena through insurtech-assisted micro-finance geared towards small businesses. In support of innovation and take-up, Qatar has staged numerous educational events that report actionable fintech-related findings from the field. In May, Doha hosted the fourth edition of the MENA Insurtech Summit, as well as the inaugural MENA Fintech Summit 2025, hosted by Qatar Insurance Group, the preeminent insurer in Qatar and the MENA region. The event was a show-and-tell opportunity for insurers, venture capital firms, startups and regulators, showcasing AI-driven underwriting and claims and their underlying technology. At the two-day event, QIC Group Chairman Sheikh Hamad bin Faisal Al Thani observed that the "future of insurance and finance is being shaped right here in Doha by brilliant minds," adding, "We reaffirm Qatar's position as a regional engine for transformation and excellence."

Accordingly, another session presented QFC's Digital Asset Lab, the sandbox of which stimulates risk-free insurtech and other fintech testing to ensure product integrity before market release. Participant startups utilize the Lab to tinker with blockchain, tokenization, and decentralized finance products under regulated conditions that reflect real world activity. The summit also examined PPPs with the potential to scale innovations and cater to specific client groups, such as micro-finance for time-sensitive agricultural programs.

Thus, with sandboxes, investments, MoUs, and PPPs galore, Qatar's insurtech market is undergoing the same transformations as its wider financial services arena, centering the country at the heart of regional innovations. ✖



SERVICE *excellence*

QIC has been repeatedly recognized as a leading insurer in Qatar and the MENA region, with accolades for innovation and service excellence.

Salem Al Mannai
CEO,
QIC GROUP

How does QIC contribute to Qatar's economic resilience and diversification objectives?

In 2025, we reported net profit before Pillar Two tax of QAR874 million, alongside gross written premiums of QAR9.9 billion, demonstrating both underwriting strength and financial resilience. These results are the outcome of a diversified business model spanning domestic, regional and international markets. As the leading national insurer, our role extends beyond financial performance. By providing risk transfer solutions across energy, infrastructure, SME and retail segments, we support entrepreneurship, investment and capital formation which are key pillars of Qatar's diversification agenda. Our consistent profitability, strong balance sheet and dividend track record also reinforce confidence in Qatar's financial ecosystem. Through disciplined governance and strategic international exposure, we contribute to safeguarding the domestic economy from volatility while channeling global expertise into the local market. In that sense, our recognition for innovation and service excellence reflects our operational strength and our broader role as a strategic partner in advancing Qatar's long-term economic ambitions.

QIC has pursued strategic investments in insurtech and other innovative solutions beyond traditional insurance offerings. How does this strategy support Qatar's broader shift toward a knowledge-intensive economy?

Globally, the insurance industry is undergoing structural transformation, driven by data analytics, AI, and customer expectations. Our strategic investments in insurtech are designed to enhance efficiency, as well as to reposition insurance as a technology enabled financial service. By building digital capabilities in underwriting, claims automation, customer analytics and ecosystem partnerships, we are developing intellectual capital within Qatar and across the region. This aligns closely with Qatar's ambition to cultivate a knowledge-based economy. Moreover, initiatives such as fostering insurtech collaboration and supporting regional innovation platforms create opportunities for startups and data specialists to engage with the insurance sector. This strengthens the local innovation ecosystem while ensuring that Qatar remains competitive in emerging areas of financial technology.

How do digital platforms and customer-centric technologies contribute to your strategy for expanding market share and enhancing financial inclusion?

Digital transformation at QIC is fundamentally about the customer experience, which prioritizes accessibility and efficiency. The QIC App ecosystem has evolved into a comprehensive digital insurance platform that simplifies policy issuance, claims processing, renewals and service interaction in a seamless environment. From a strategic perspective, digital platforms allow us to scale efficiently while reducing friction in the customer journey. Faster underwriting cycles, real-time claims tracking, and personalized product offerings enhance customer satisfaction and retention, which directly supports market share expansion. Equally important is the role of digital solutions in advancing financial inclusion. By lowering distribution costs and simplifying access, we extend coverage to underserved segments. This broadens participation in the formal insurance sector while strengthening overall economic resilience.

QIC has hosted major events like the MENA Insurtech Summit to support innovation. How do these initiatives help position Qatar as a hub for financial and insurance excellence in the region and beyond?

By convening platforms such as the MENA Insurtech Summit and the Fintech Summit, which was launched last year, we created dialogue between insurers, regulators, investors and technology innovators. These exchanges accelerate knowledge transfer and ensure regulatory and technological alignment across markets. Additionally, hosting regional forums signals that Qatar is more than a participant in financial services development; it is a thought leader shaping its evolution. For QIC, these engagements also allow us to benchmark against global best practices and attract strategic partnerships. More broadly, they contribute to positioning the country as a nexus for insurance, reinsurance and financial technology activity across MENA and international markets. As a national leading insurer with international reach, we see it as our responsibility to play an active role in advancing Qatar National Vision 2030, which fosters collaboration, strengthens human capital development and supports private sector growth with the goal of enhancing the global competitiveness of Qatar's financial services industry. ✖

BIO

A postgraduate of the University of South Wales, Salem Al Mannai started his career with QIC in 2001, where he worked in the motor department for two years until he landed a scholarship to complete his degree in the UK. In 2012, he assumed the responsibility of deputy CEO of QLM and in 2015, he was appointed as deputy group president & CEO of QIC entities in the MENA region. In 2019, he assumed his responsibilities as Deputy Group President & CEO of QIC Group where he was instrumental in bringing innovative solutions to cement QIC Group's position as a pioneer in the insurance industry. Al Mannai was appointed Group CEO on January 1, 2020.





NEW GROWTH *avenues*

Beema continues to strengthen its leadership position driven by disciplined underwriting, strong risk governance, and a fully digital operating model, enabling it to deliver sustainable profitability even in a competitive and evolving market.

Nasser Rashid Al Misnad
CEO,

DAMAN ISLAMIC INSURANCE COMPANY (BEEMA)

First sharia-compliant BNPL solution for takaful in Qatar

What strategic measures have enabled Beema to sustain consistent profitability and strengthen its position as a leading takaful provider in Qatar?

Beema's strong financial momentum in 2025 is the result of a clear strategic direction anchored on disciplined underwriting, strong risk governance, and our long-term commitment to digital transformation. In recent years, the company focused on strengthening its core operations, optimizing its portfolio, enhancing operational efficiency, and redesigning the customer journey through automation and advanced digital tools. By becoming a fully digital insurance ecosystem, we reduced friction across processes, improved service quality, and established a scalable model that supports long-term growth. Supported by solid financial ratings and a growing reputation for reliability, these measures have reinforced Beema's position as one of Qatar's most trusted and forward-thinking takaful providers.

Beema has entered into a partnership with PayLater to enable shariah-compliant BNPL for its insurance services. How will this alliance reshape your distribution model and customer-engagement strategy?

Our strategic partnership with PayLater represents a turning point in how customers access, purchase, and pay for insurance. Beema is the first insurance company in Qatar to introduce a shariah-compliant BNPL solution for takaful services, enabling customers to obtain coverage through an interest-free installment plan, whether online or at our branch. This milestone reflects our commitment to leading innovation in the Islamic insurance sector. The partnership expands our distribution model, enhances affordability, and strengthens engagement with younger customer segments who prioritize convenience and real-time digital experiences. It also supports our broader fintech-driven strategy, positioning Beema at the forefront of digital transformation within Qatar's takaful market.

How does Beema enhance convenience, accessibility, and service quality in a more technology-driven insurance landscape?

We have reimaged the entire insurance journey with a digital-first mindset to make it simpler, faster, and more accessible. Today, customers can complete every step, from quotations to policy issuance, claims submission, and payments, through our digital and mobile platforms, ensuring a seamless and transparent experience. The integration of BNPL adds another layer of convenience by offering instant, flexible payment options tailored to

customers' financial needs. Alongside this, our growing use of AI and data analytics has strengthened underwriting accuracy, improved claims efficiency, and enabled a more responsive service model. Ultimately, our goal is to deliver a fully digital takaful experience that provides true peace of mind, aligning with Beema's core promise of making insurance simpler, more intuitive, and centered around the customer.

How does Beema integrate sustainability principles into underwriting, investment practices and its broader business model?

Beema is integrating sustainability across underwriting, investment practices, and its broader business model in a structured and strategic way. Over the past year, we initiated Beema's first comprehensive ESG transformation program, which includes an ESG Policy, ESG Strategy and Roadmap, materiality assessment, stakeholder engagement, and the development of ESG risk registers and data-collection frameworks. In underwriting, we have begun aligning product development and risk assessments with ESG considerations, including enhanced evaluation of environmental, operational-resilience, and governance-related risks. On the investment side, we are strengthening our responsible investment practices in line with shariah principles and ESG expectations, ensuring disciplined exposure to high-quality sukuk and adopting a cautious approach to sectors with elevated sustainability risks. Operationally, we are embedding sustainability through digitization to reduce waste, strengthening governance structures such as the new Sustainability Committee, and improving transparency through the upcoming publication of Beema's first Sustainability Report.

Looking ahead, what strategic priorities will you focus on through 2026 to maintain momentum and further strengthen your market position?

Our strategy through 2026 centers on scale, innovation, and alignment with Qatar's economic transformation. We will continue accelerating our digital transformation, expanding our product portfolio, and enhancing operational excellence. We also plan to invest further in AI, analytics, and fintech partnerships to strengthen our capabilities and drive sustainable growth. Regionally, we see opportunities for expansion that complement our strong financial foundation. Ultimately, our goal is to deliver innovative, shariah-compliant solutions that support a resilient, future-oriented insurance sector aligned with Qatar's Vision 2030. ✖

BIO

Having graduated from the University of South Wales, UK, with a degree in business management, Nasser Rashid Al Misnad began his career with Qatar Insurance Company. There, he assumed key positions over the span of 11 years within various departments including retail, property and risks, marine, and motor claims. Eventually he worked his way up to being CEO of Beema, one of Qatar's top sharia-compliant insurance providers.

*Innovation and Trust
for your peace of mind.*



INSURANCE

Insurance in Qatar is evolving through digital transformation, expanded life and savings offerings, and a growing focus on customer-centric solutions tailored to both retail and corporate needs.



Amit Anand
BRANCH MANAGER -
QATAR,
ZURICH INTERNATIONAL
LIFE LTD.



Pierre Yousef
COUNTRY MANAGER,
ARABIA INSURANCE
COMPANY QATAR



Aimen Azara
GROUP CEO,
QATAR GENERAL
INSURANCE &
REINSURANCE CO. (QGIRCO)



Abdullah Bin Ali Al-Assiri
CEO,
AL-KHALEEJ TAKAFUL
INSURANCE

ZURICH is one of the largest global insurers in the world, operating in roughly 200 countries and territories. In the Middle East, we are present as Zurich International Life Ltd. in Qatar, the UAE, and Bahrain, with the regional headquarters in Dubai, where around 600 employees support the group's strategy, product development, technology, and operations. Qatar has been a key part of our regional footprint since 2007. Here, we remain focused on combining global strength with local understanding. Our strategy is anchored in three pillars. First, expanding our retail life insurance business, delivered through intermediated distribution with banks, brokers, and independent advisors. Second, accelerating corporate insurance solutions such as group life and end-of-service benefit schemes. Our largest end-of-service savings client in the region is based in Qatar, reflecting strong confidence in our capabilities. Third, strengthening strategic partnerships with leading regional and international financial institutions. We aim to build on this regional alignment while remaining agile in Qatar to meet emerging needs.

ARABIA INSURANCE has long been recognized as a regional leader across both life and non-life segments. Our ambition in Qatar builds on the trust our customers have placed in us for decades. We have secured Qatar Central Bank approval to expand our individual life savings and investment solutions, a segment in which we hold deep expertise. This approval enhances our ability to address protection, financial planning, and long-term asset-building needs through one of the most diversified product portfolios in the market. In life insurance, we have introduced new term life products, critical illness coverage, and the Arabia Lifestyle suite, which includes savings, education, and retirement-oriented plans. On the non-life side, we continue to offer a full range of corporate, medical, general, and specialty risk solutions. At the same time, we are accelerating our digital transformation across all operations. While elements such as underwriting and medical assessments must remain personalized, most procedures such as onboarding, documentation, signatures, and policy issuance are being fully digitalized.

IN THE LAST 47 years, QGIRCO has built a strong reputation for growth and resilience. We are deeply focused on our digital transformation journey. The coming years will see tremendous advances in AI, and we are preparing to integrate these technologies into our business. Our strategy ensures that QGIRCO remains competitive, adaptable, and forward-looking. We have secured two new life insurance licenses: one for conventional life products and another for a shariah-compliant takaful offering. These mark a significant milestone for the company in Qatar. The life operation will introduce a wide range of products, including investment and unit-linked policies, savings and education plans, retirement-linked solutions, and protection plans. We are also expanding into bancassurance and agency networks to strengthen distribution. Our digital transformation also remains a top priority in order to provide faster, simpler, and more transparent services across all product lines. We are also committed to embedding sustainability into our operations, governance, and investment decisions.

THE MAIN DRIVER of growth has been a more proactive and structured approach to understanding client needs, whether those clients are individuals, small businesses, or corporates. We invest considerable effort in engaging with our customers to understand their risk profiles, their concerns, and their expectations. This involves not only identifying risks, but also quantifying them and preparing appropriate solutions. We continuously refine our focus, moving between different layers of the business as conditions evolve. This process of reassessment and refocusing is ongoing, and it allows us to remain relevant and responsive. We are seeing particularly strong growth on the retail side and among small businesses. This is closely linked to increasing awareness and education around risk management among individuals and smaller enterprises. Insurance penetration tends to be lower as one moves down the size spectrum, from large corporates to small companies and individuals. That lower penetration means there is significant potential for growth.



Image: Fauzan Fitria



A NEW *paradigm*

Liabify offers the market a fresh approach to financial service with its “send now, pay later” vision combining microloans and remittances, positioning itself as an alternative to traditional credit.

BIO

Allan Villegas is an entrepreneur with a diverse track record of launching businesses in fintech, e-commerce, logistics, and retail. He holds a bachelor's degree in business creation and development, as well as a PhD in business administration. He is an award-winning scientist who enjoys educating and helping others at universities such as HEC Paris and Northumbria University, as well as training at incubation centers across the GCC.

Allan Villegas
CEO,
LIABIFY

How did the idea for Liabify originate, and what vision brought the founding team together?

All the founders come from working in other fintech verticals, including Buy-Now-Pay-Later services, wallets, and payment services. Personally, I led my previous BNPL company from the end of 2023 to its regulatory sandbox approval by the Qatar Central Bank in early 2024, where I began to discover further opportunities in the GCC. This led to the concept of Liabify, or a “Send Now, Pay Later” model that combines BNPL or microlending with remittances. I approached my friend and now partner, Michael Javier, founder of CWallet, to further develop the idea. Shortly after, at the Web Summit Qatar, we received our first validation and were accepted into a 10-week VC-residency program with Antler in Dubai. In those few months, we talked to every possible stakeholder we knew and surveyed hundreds of people until we created the right business model for us. It became clear that this business is highly scalable and limited competition.

Liabify allows employees to access a portion of their wages before payday. How is this approach reshaping financial wellness for workers?

Our vision is to uplift middle-class workers with the right financial product at the right time, based on shariah-compliant principles of Islam, from the region where we operate. We offer earned wage access without interest because we generate revenue by partnering with financial institutions that share profits from transactional fees on payments, remittances, insurances, and more. In summary, we offer financial products to a community of workers seeking financial wellness. We also provide the funds and options to use it before the payday, potentially disrupting traditional BNPL providers, loan sharks, and how financial services are offered and deducted from salary.

Liabify's platform is embedded within companies. How does this employer-first strategy help the company scale?

Scalability is always crucial in any business, and based on our years of experience, we have

found that business-to-business models are more efficient in the GCC region. Additionally, one of the newest trends in the financial services industry is the emergence of embedded finance models, which enable customers to be acquired within trusted platforms. We discovered that we could mitigate risk by partnering with the employer first to ensure we recover the salary advances granted by the payday, while we also enable outreach to the employees of each partnered employer. This approach also helps companies increase employee retention and removes the burden of borrowing from their cash flow, which is often reserved for a select few privileged employees in higher hierarchies.

Liabify charges a fixed service fee per withdrawal. How does this model support both affordability for users and sustainable revenues for the company?

The transactional fees are being paid daily by millions of people with debit cards or charged to merchants and partners. Specifically, withdrawals are something that the regulators and card schemes want to avoid, the use of cash. Therefore, the partnered financial institution with which we work can offer this option, but for an additional fee to discourage cash withdrawals. Instead, we encourage employees to make transfers, payments, or remittances. In general, fintechs generate revenue based on large transactional volumes, and we are following a similar path by aiming to reach 10 million middle-class workers in emerging markets by 2035.

What priorities will Liabify pursue after the IPO to strengthen its position in the financial technology space?

From a strategic perspective, the primary priority is geographical expansion. From a profitability perspective, risk control and loan book maximization should be balanced in a way that allows us to diversify the financial products each customer takes without incurring a risk of default. Finally, operationally, the automation of processes utilizing AI, covering cybersecurity threats, and ensuring business continuity with proprietary technologies, is at the core of our business. ✖



Erdem Çakar
COUNTRY MANAGER QATAR & KUWAIT,
MASTERCARD

How would you describe Mastercard's role in the local ecosystem today?

For decades, we have been supporting Qatar's digital transformation by collaborating with telcos, fintech companies, banks, merchants, and public sector entities to unlock new opportunities and scale secure infrastructure. Our objective is to make the country one of Mastercard's global hubs by aligning technology, policy, and market needs.

What are the most important technology trends shaping payments in Qatar and globally?

Tokenization sits at the heart of secure, seamless payments, encrypting sensitive information end to end to safeguard consumers, merchants, and banks while scaling across use cases without adding friction. Mastercard has also invested heavily in AI-driven cyber capabilities, acquiring best-in-class firms, including Brighterion, RiskRecon, NuData, and, Recorded Future. We established the global Mastercard Center for Advanced AI and Cyber Technology in the UAE to accelerate innovation across Eastern Europe, the Middle East, and Africa (EEMEA). Agentic commerce represents the next phase of AI-driven transactions, where authorized

digital assistants handle discovery, comparison, and purchasing on behalf of consumers.

How does Mastercard work to support domestic priorities as Qatar advances its national payment schemes?

Qatar's national switch NAPS and the Qatar Central Bank's Himyan are key pillars of the country's payments landscape. By licensing our M/Chip technology, we enable local schemes to achieve interoperability and global-grade security. Our aim is to complement domestic priorities with global rails.

How do you support talent development and entrepreneurship in Qatar?

We work with the Qatar Financial Centre (QFC) and the Central Bank to help fintech companies scale. Globally, our Start Path program has enabled hundreds of fintech players to collaborate with financial institutions. Regionally, we have invested in companies such as HyperPay and Network International to support a diversified, SME-friendly economy aligned with the Qatar National Vision 2030. The Mastercard EEMEA Academy Hub in Doha will serve as a regional learning and innovation platform for financial leaders across the region. We are partnered with premier educational institutions, like HEC Paris and INSEAD, to deliver executive training programs. ✖

BIO

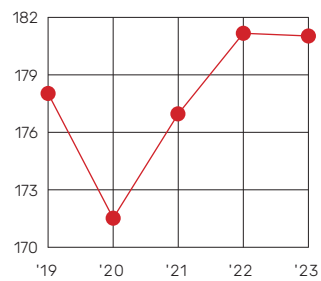
Erdem Çakar is the Country Manager for Qatar & Kuwait at Mastercard. With more than two decades of experience in banking and payments, he brings deep expertise in driving business growth, digital transformation and innovation across diverse markets. Over the years, he has driven Mastercard's regional agenda through a series of leadership roles, including head of sales for Turkey and country manager for Azerbaijan. Before joining Mastercard, he served as senior director at Citi's European headquarters. He holds a degree in economics from Boğaziçi University in Istanbul.



Halul Island, about 90km northeast of Doha, serves as an oil storage area and loading terminal.

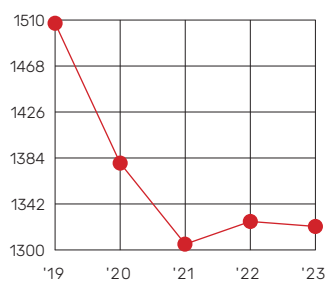
NATURAL GAS PRODUCTION (BCM)

SOURCE: WORLD BANK



CRUDE OIL PRODUCTION (THOUSAND BARRELS PER DAY)

SOURCE: U.S. ENERGY INFORMATION ADMINISTRATION



Energy

RESILIENT *energy future*

QATAR'S energy sector entered 2026 at a pivotal moment, and not the one originally anticipated. What had been a year of confident execution, anchored by the North Field Expansion program and a clear trajectory toward 126 million tons per annum of LNG production capacity by 2027, became instead a year of acute infrastructure challenge. Reported strikes on Ras Laffan Industrial City, Qatar's primary LNG production and export hub and one of the most strategically significant energy complexes in the world, have introduced material uncertainty into production timelines, export volumes, and the operational continuity of facilities that underpin Qatar's fiscal position and its long-term supply agreements with partners across Asia and Europe. The immediate priorities for QatarEnergy and the state are damage assessment, infrastructure security, and the protection of those international commitments. The planning and rebuilding of energy infrastructure, rather than expansion alone, now defines the sector's near-term agenda.

Looking to greener pastures, the sustainability dimension of Qatar's energy strategy has taken on a dual significance: it was already becoming more embedded across ministries, industrial zones, and the built environment before the conflict, and it now carries an additional layer of strategic urgency. Under Qatar National Vision 2030, green standards are steadily becoming the default for infrastructure and urban development. Major developers are now embedding GSAS-aligned frameworks across new construction and refurbishment, while research entities such as Earthna are advancing water efficiency, district cooling optimization, and integrated circular-resource models. Recent policy recommendations released through Earthna's Sustainability Framework have also supported the government in defining diversification pathways that convert natural resource wealth into renewed infrastructure, human capital, and innovation ecosystems. Executive Director of Earthna Gonzalo Castro de la Mata said, "It confirms Qatar's ability to convert hydrocarbon wealth into lasting

assets that underpin diversification."

On the renewables front, the Al Kharsaah solar park has already demonstrated grid-scale results, and further capacity additions are expected to support peak-load management and reduce desalination-related carbon output. Additional land and vertical expansions under review will also play a larger role in powering industrial users and high-demand cooling districts. Solar integration is advancing in tandem with waste-to-energy planning, treated water reuse, and the expansion of district cooling networks, all designed to lower the lifecycle footprint of domestic energy consumption.

Hydrogen is emerging as the third pillar of the national energy agenda. Building on its expertise in gas processing and carbon capture, Qatar is strategically positioned to lead in blue hydrogen production while exploring green hydrogen partnerships with European and Asian counterparts. These discussions are not limited to future exports: pilot applications in mobility and industrial clusters are being evaluated to reduce combustion emissions and enhance local innovation capacity. The push toward hydrogen aligns with global decarbonization trajectories while reinforcing Qatar's ambition to remain a reliable energy supplier as demand profiles change. The conflict has lent additional urgency to the nation's hydrogen and diversification roadmap, demonstrating that even the world's most sophisticated LNG infrastructure carries geopolitical exposure and that building resilient, distributed energy export channels is a strategic necessity and not merely a long-term aspiration.

Across the sector, 2026 has become a defining year in ways that extend well beyond any planned execution milestone. The challenge of assessing, securing, and rebuilding energy infrastructure at Ras Laffan, while simultaneously honoring international supply commitments, advancing the North Field program where operationally possible, and accelerating domestic renewable capacity, represents the most complex set of simultaneous demands Qatar's energy sector has faced. ✖



ENHANCED *services*

Saipem has played a pivotal role in Qatar's energy landscape since 1974 and is focused on aligning its "engineering for a sustainable future" mission with the country's energy transition and efficiency goals.

Agostino Napolitano
COUNTRY MANAGER,
SAIPEM QATAR

Over
52
years in Qatar

Executed QAFCO 5 and 6, the world's largest urea plants at the time

Built 3 LNG trains at Ras Laffan with
14.1M
ton capacity

BIO

Agostino Napolitano graduated with honors in environmental engineering from the University of Naples Federico II in Italy and later attended executive education programs at Harvard Business School, IESE Business School, the University of Virginia and completed an MBA at Quantic School of Business and Technology. He has over 20 years of professional experience in engineering, construction and project management within the EPC industry, with extensive international exposure across the Middle East, Americas and Europe. He joined Saipem in the mid-2000s, initially holding technical and project management roles in Europe, Africa and the Middle East before assuming progressively senior roles. He was appointed Country Manager and branch manager for Qatar in 2024.

How would you describe Saipem's journey in the country and its role in the Qatari energy landscape?

Saipem has been present in Qatar since 1974, through Snamprogetti, marking more than 52 years of operations. Our journey began with onshore activities at the Abu Fontas desalination plant and expanded in line with the country's growth. Initially focused on onshore pipelines, refineries, petrochemical plants, and upstream facilities, our role expanded significantly in the early 2000s with Qatar's large-scale development of the North Field. Between 2002 and 2010, Saipem constructed three LNG trains at Ras Laffan, with a total annual capacity of 14.1 million tons, making it one of the most significant LNG projects globally at the time. Another milestone was Qatar's diversification into the fertilizer industry. Saipem executed the QAFCO 5 and QAFCO 6 projects, which were the world's largest urea plants at the time and remain among the largest today. Leveraging proprietary Snamprogetti technology, later integrated into Saipem, we enabled the conversion of gas into ammonia and urea, supporting Qatar's gas monetization strategy and contributing to global food production. Our offshore presence has since expanded, and today Saipem employs approximately 1,500 people in Qatar. Our offices are located in Doha, where 700 people are currently working. In addition, this number is significantly increased with resources working on local projects, expanding or contracting with new awards.

How does Saipem integrate innovation to strengthen health and safety while enhancing project performance in Qatar?

Health and safety are top priorities for Saipem, and we deploy advanced technologies to enhance them. One solution uses smart cameras at worksites to automatically detect unsafe acts. Through machine learning and AI, the system analyzes millions of images, identifies hazardous behavior, and instantly alerts supervisors via direct message. Saipem also introduced smart harnesses to address falls from height. Successfully tested, this solution is now being rolled out at selected facilities for Qatar Projects. The use of the most advanced technologies is coupled with a strong cultural program to make sure everyone in the organization is a safety leader. We also deploy innovation in our services. In robotics, we

"Today, Saipem employs approximately **1,500 people in Qatar.**"

developed Hydrone, an autonomous resident underwater vehicle for subsea inspections and surveillance of critical underwater infrastructure. It has been deployed in Brazil and is being introduced in Qatar.

Saipem's purpose is "engineering for a sustainable future." How does this align with Qatar's energy transition priorities?

Qatar's energy strategy aligns closely with our mission. Gas is a crucial vector for the energy transition, as it is cleaner than other fossil fuels, and its applications extend beyond energy into agriculture and industry. Saipem leverages its knowledge not only in construction but also in operations and maintenance to help reduce emissions, improve efficiency, and lower the footprint of existing plants. By proposing technical solutions that save energy and optimize production, we create value for both our clients and the economy as a whole. Sustainability is in our DNA, and we are just at the beginning of this journey in Qatar.

Looking ahead, how are you preparing to mitigate risks while exploring opportunities beyond traditional oil and gas?

Our strategy builds on three pillars. First, we plan to leverage new upstream oil and gas opportunities by consolidating our presence in key markets, exploring deepwater offshore opportunities, and potentially revisiting activities in shallow waters. Regarding onshore operations, we aim to promote more balanced EPC contracts in terms of risk, expand services such as operation and maintenance, and focus on project management consulting services. Finally, we intend to broaden our offering in energy transition projects, both onshore and offshore, including CCUS, green and blue solutions, biofuels/SAF, LNG, and more. Specifically, expanding our role in engineering services and project management consultancy enables us to leverage our EPC experience to help clients to reduce risks early in project design and keep our teams engaged, even during lower capital expenditure cycles. ✖



Enzo Dellesite
GROUP CEO,
AL MAHGHAR HOLDING

BIO

Enzo Dellesite is the Group CEO of Al Mahhar Holding Group. A leader in commercial and operations management with over 25 years of experience in energy industry, he has extensive experience working in Middle East and Far East markets. Dellesite graduated in mechanical engineering in the UK.

How does Al Mahhar Holding's listing and inclusion in the FTSE Russell Global Equity Index enhance visibility, support capital allocation, and long-term partnership building?

Being listed brings transparency and credibility, which are essential for attracting global institutions, strategic partners, and high-quality talent. It also improves our access to financing because financial institutions see a structured and regulated business with clear governance. The listing increases our international exposure, and our performance is now tracked on the FTSE Russell Global Equity Index. This visibility positions us as a more attractive investment partner for international firms that want to invest in Qatar. It also enables us to pursue more ambitious investments and acquisitions because our financial base and access to capital are much more accessible than before. The listing reinforces discipline, strengthens governance, and builds confidence among partners and clients. It supports one of our main objectives, which is to position Al Mahhar Holding as a regional

leader in engineered services and energy solutions.

What concrete targets have you set for workforce development and the supply chain to improve competitiveness?

Workforce localization and supply chain development are fundamental to our ICV targets. We follow the industry ICV model and are working to maximize our score through investments in people, facilities, and local supply chain services. This involves strengthening supply chain participation from local companies, boosting local assembly and testing, and growing our network within Qatar. We also work closely with local universities, and are committed to internships and technical sessions with highly skilled graduate engineers. We offer internships and rigorous development programs across the group. Our workforce includes more than 39 nationalities, and we are actively growing the number of women professionals in both operational and commercial roles. These efforts strengthen performance, and enhance resilience. As part of this strategy, we also participated in the Great Place to Work program in 2023 and ranked 11th in Qatar and among the top 20 in Asia. This recognition reflects our culture, values, and commitment to our employees. ✖



Santiago Bañales
MANAGING DIRECTOR, IBERDROLA
INNOVATION MIDDLE EAST &
CEO, EAST-WEST DIGITAL

As Iberdrola Innovation Middle East celebrates its 10-year milestone at Qatar Science & Technology Park, how would you assess the impact of the center over the past decade?

Our presence in Qatar has always been global in nature. While our development teams are based here, the innovations have been globally deployed. We have focused on three key areas: improving planning, operations, and maintenance of renewable energy assets; enhancing the asset management; and supporting end users in electrification and optimal energy consumption. These three areas represent the core pillars of a more sustainable power system: electrification of demand, network optimization, and renewable integration. Our contribution has been through digitalization and AI, enabling better decisions and more efficient systems. These solutions, developed entirely in Qatar by data scientists, software engineers, and digital architects, are now deployed across key markets such as Spain, the UK, the US, Brazil, and Australia. Iberdrola Innovation Middle East's biggest contribution is serving as the development hub for

globally implemented solutions. This aligns perfectly with Qatar National Vision 2030 to diversify its economy, build a knowledge-based ecosystem, and lead in sustainability and digital innovation.

How does Iberdrola's Digital Innovation for a Sustainable Future initiative support the country's shift to a tech-driven, sustainable energy ecosystem?

The Future initiative aims to showcase Qatar's capacity to become a global player in sustainability and AI, specifically at the intersection of both. We recently published a joint report with Invest Qatar, titled Digital Innovation for a Sustainable Future, outlining the country's strengths in these fields and what it needs to succeed. The message is clear: Qatar has built the foundations to lead, and Iberdrola is a case study in how to create a viable ecosystem in this complex space. The report emphasizes not just investment, but also the structural requirements for long-term competitiveness at the convergence of sustainability and AI. ✖

BIO

Santiago Bañales has a career spanning nearly 30 years in the energy sector in a variety of executive positions. Before Iberdrola, he served as CEO of Ormazabal Current. He is also a Capstone project advisor, MBA speaker at HEC Paris in Qatar, and an advisory industry board member at Texas A&M University at Qatar. Bañales is an alumnus of the Massachusetts Institute of Technology (MIT), where he earned a master of science in technology and policy. Bañales also holds a dual bachelor of science in engineering from École Centrale Paris and Universidad Politécnica de Madrid, and certificate in corporate governance – international directors program from INSEAD.



SPECIALIZED *services*

GEESC has positioned itself as a data-driven partner for major national projects via its advanced environmental engineering, in-house technical modeling, and ESG advisory capabilities.

BIO

Amar Hamid El-Awad is a principal environmental and sustainability consultant with more than 25 years of experience in advisory services, research, and project management. He is the Founder & CEO of GEESC, established in 2012. He holds a master of science in environmental engineering from the Royal Institute of Technology in Sweden and has completed executive management and leadership training at the London Business School. He has extensive experience supporting public and private sector clients, managing regulatory requirements, and delivering practical, scalable sustainability solutions that support long-term value creation across energy, infrastructure, and industrial projects.

Amar Hamid El-Awad
GENERAL MANAGER,
GREEN ENERGY & ENVIRONMENTAL
SERVICES (GEESC)

How does your current strategy align with today's opportunities in Qatar?

GEESC's current strategy is closely aligned with the opportunities emerging in Qatar as the country advances toward National Vision 2030, prioritizing human well-being, environmental protection, and quality of life, while strengthening its environmental and sustainability agenda. As a result, demand for environmental compliance, permitting, and monitoring services has risen steadily. By maintaining environmental engineering as our core discipline while expanding into marine, oil and gas, and advanced monitoring services, GEESC is well positioned to respond to this growing demand. Our targeted investments in specialized equipment and technical expertise directly support increasingly complex project requirements and more stringent regulations introduced by the Ministry of Environment and Climate Change. As regulatory frameworks mature and client expectations evolve beyond minimum compliance toward measurable environmental performance, GEESC's focus on technical depth, data-driven solutions, and integrated service delivery enables us to support major national projects effectively. As we approach our 14th year, this strategy allows GEESC to capitalize on current market opportunities while remaining resilient, competitive, and aligned with Qatar's long-term development priorities.

How is GEESC adapting its capabilities to meet rising regulatory requirements across major projects and sectors in a more competitive and specialized market?

To meet the challenges of a specialized and competitive market, GEESC has transitioned into a comprehensive environmental partner that prioritizes regulatory certainty and technical excellence. We have expanded our local capabilities to include highly specialized services, such as marine hydrodynamic modeling, noise mapping, and groundwater modeling, that are typically sourced from overseas, ensuring these are delivered by an in-house team based in Qatar. By integrating International Association for Impact Assessment (IAIA) and Institute of Sustainability and Environmental Professionals (ISEP) principles into our assessments, and by adopting a waste hierarchy focused on prevention and the circular economy, GEESC ensures every project is scientifically robust and sustainable. Cross-sector collaboration is central to our strategy. We actively

"GEESC has transitioned into a comprehensive environmental partner that prioritizes regulatory certainty and technical excellence."

engage with the Ministry of Environment and Climate Change, academic institutions, and industry partners to co-develop integrated solutions and contribute to the evolution of Qatar's environmental governance, driving collective progress toward the goals of Qatar National Vision 2030. Our focus on protecting national resource security and delivering high-quality, efficient outcomes makes GEESC a trusted partner for major projects where technical reliability is more critical than cost alone.

How does GEESC help clients implement ESG principles across their operations and reporting practices?

GEESC supports clients in implementing ESG principles by translating regulatory requirements and international standards into practical, data-driven actions across operations and reporting. As ESG reporting becomes mandatory for publicly listed companies on the Qatar Stock Exchange from 2026, we assist organizations with ESG gap assessments, materiality analysis, and the development of structured data collection systems that align with both local regulatory expectations and recognized international frameworks. Beyond reporting, we help clients embed ESG into their day-to-day operations by integrating environmental compliance, monitoring data, and performance indicators into broader sustainability and risk management strategies. This enables clients to move beyond a compliance-driven approach and use ESG as a tool to improve operational efficiency, manage environmental and social risks, and support long-term value creation. As Qatar rapidly advances its ESG and sustainability agenda, GEESC acts as a trusted technical partner, helping organizations implement robust, credible ESG practices that are practical, auditable, and aligned with national and international best practices.

Which sectors are you currently prioritizing as you expand these services?

Our work spans a wide range of sectors, reflecting the breadth and depth of our environmental expertise. Since 2015, we have managed the full environmental compliance program for Hamad International Airport and Qatar Airways, covering air quality, noise, groundwater, waste management, and comprehensive environmental reporting. Since 2019, we have delivered similar services to Qatar Ports Management Company, with a strong emphasis on marine monitoring alongside air quality, groundwater, and noise management. We also work closely with Ashghal on strategic water resources management initiatives, including flood prevention, aquifer recharge using treated sewage effluent and rainwater, and environmental compliance for wastewater treatment plants. In the energy sector, we support QatarEnergy through marine ecological surveys and regulatory compliance in response to increasingly stringent Minis-

try of Environment requirements, including near-zero liquid discharge to the marine environment, all standards that require significant technical upgrades and operational investment from oil and gas operators. In parallel, we continue to expand and adapt our service offerings to meet evolving regulatory and market demands, including sustainability and ESG reporting, which is increasingly being embedded within environmental permitting and consent conditions.

As regional projects across the GCC are creating demand, how will you scale your service model for cross-border growth?

GEESC will scale its service model through a phased, partnership-driven expansion across the GCC and selected international markets. While Qatar remains our core market, we have already expanded into Saudi Arabia, including a contract with NEOM for specialized environ-

mental equipment and training, and a marine fiber optic cable project in Qatar for Saudi Telecom. We have also formed partnerships with Saudi consultancies and are working with Qatar Development Bank's export support platform, where GEESC is registered as the only environmental consultancy, to pursue opportunities in Saudi Arabia and the UAE. Our strategy focuses on specialized, high-value services such as advanced environmental impact assessments, real-time environmental monitoring, and strategic ESG advisory, enabled by cloud-based platforms and remote monitoring to ensure efficiency and quality across borders. In parallel, our membership in the UN Global Marketplace provides access to internationally funded projects across Africa, Asia, and the Middle East. As we grow, climate change, ESG, and sustainability will remain central to our offering, while maintaining the quality and reliability that define GEESC. ✖



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ACCUMULATING *green currency*

Qatar has formally turned to its financial ecosystem for support in raising capital for decarbonization and climate change mitigation efforts.

IN THE ERA of climate awareness and ardent commitment to sustainability, Qatar has formally turned to its financial ecosystem for support. More specifically, to foster the growth of sustainable finance, Qatar's National Bank (QNB) has constructed a benchmarking mechanism that serves national carbon reduction objectives by raising green capital. Known as the Sustainable Finance Framework, the April 2025 mandate requires all banks operating in Qatar to make ESG regular practice, essentially formalizing the national commitment to ESG-aligned finance.

The framework's broad definition of sustainable finance spans "any credit facility, conventional or shariah-compliant, or financial instrument such as bonds, sukuk, guarantees, or letters of credit, used in full or in part to fund eligible green, social, or sustainable projects." The honorable beneficiaries are projects in renewable energy, clean transportation, affordable housing, waste management and sustainable water. This way, funding streams can better realize green and socially-beneficial projects through responsible borrowing and lending. The framework underlines the national sustainability objectives built into the Qatar National Vision 2030 aligning the local banking system with international ESG credentials.

Invest Qatar's 2024 report titled *Sustainable Growth in Qatar – Road to ESG Investing* shows that a mere 31% of local financial institutions had performed climate-related stress testing, with just 18% requiring ESG disclosures from borrowers. The new Framework seeks to address this missed opportunity to spread sustainability initiatives down the value chain rather than kicking them down the road for others to worry about.

To provide a benchmarking mechanism for banks, QCB and the Qatar Finance Center (QFC) together drafted sector-specific ESG risk factors and templates for sustainability-linked disclosures. Incidentally, QFC is a lead actor in the process, having launched the GCC's first dedicated sustainable sukuk and bond framework back in 2022. The result, beyond the actual raising of ESG-

aligned capital, was to educate issuers and investors on how to structure and assess sustainable instruments.

In 2024, Qatar's issuance of USD2.5 billion in green bonds, a regional first, confirmed commitment to integrating sustainability into its financial ecosystem. The event positioned Doha as a prime regional address for responsible finance. The issuance, split into a USD1-billion five-year tranche and a USD1.5-billion 10-year tranche, drew over USD14 billion in peak subscription demand, exceeding the offering size by 5.6 times, revealing wide interest from international investors. In fact, the Global Banking and Markets: Middle East Awards 2025 labeled it the "Deal of the Year." Qatar has also launched green bonds trading on the London Stock Exchange.

In September 2025, QNB Group joined in on the assault on carbon with the successful completion of its maiden benchmark euro-denominated green bond issuance under its Medium-Term Note Program in the international capital markets. Under the program, the institution launched a five-year, EUR750-million tranche on September 23, 2025, historically, the largest euro-denominated green bond issuance from a GCC bank. Notably, green investors such as dedicated funds invested in assets meeting strict sustainability criteria, accounted for 56% of the allocation.

Worldwide, the commercial adoption of measurable ESG initiatives across value chains is helping offset environmental footprints. Ironically, of course, the very data centers that store and aggregate the data from environmental studies are among the greatest consumers of natural resources. Given this dark circularity, it is right and necessary for commerce's lifeblood, finance, to join the sustainability effort.

FDI is a key ingredient of Qatar's economic mix, and sustainable FDI is seemingly playing its part. Qatar Invest forecasts its contribution scaling USD75-billion by 2030. In an age where the Sustainability Report counterbalances mere financial reporting, then, Qatar's Sustainable Finance Framework distills finance into green fuel on the road to a low-carbon, and sustainable economy. ✖

GREEN *financing*

To foster the growth of sustainable finance, Qatar’s National Bank (QNB) has constructed a benchmarking mechanism that serves national carbon reduction objectives by raising green capital.

April 2025 Sustainable Finance Framework mandate: requires all banks operating in Qatar to make ESG regular practice

SUSTAINABLE FINANCE MECHANISMS

- Any credit facility, conventional or Shariah-compliant
- Financial instruments such as bonds, sukuk, guarantees, or letters of credit

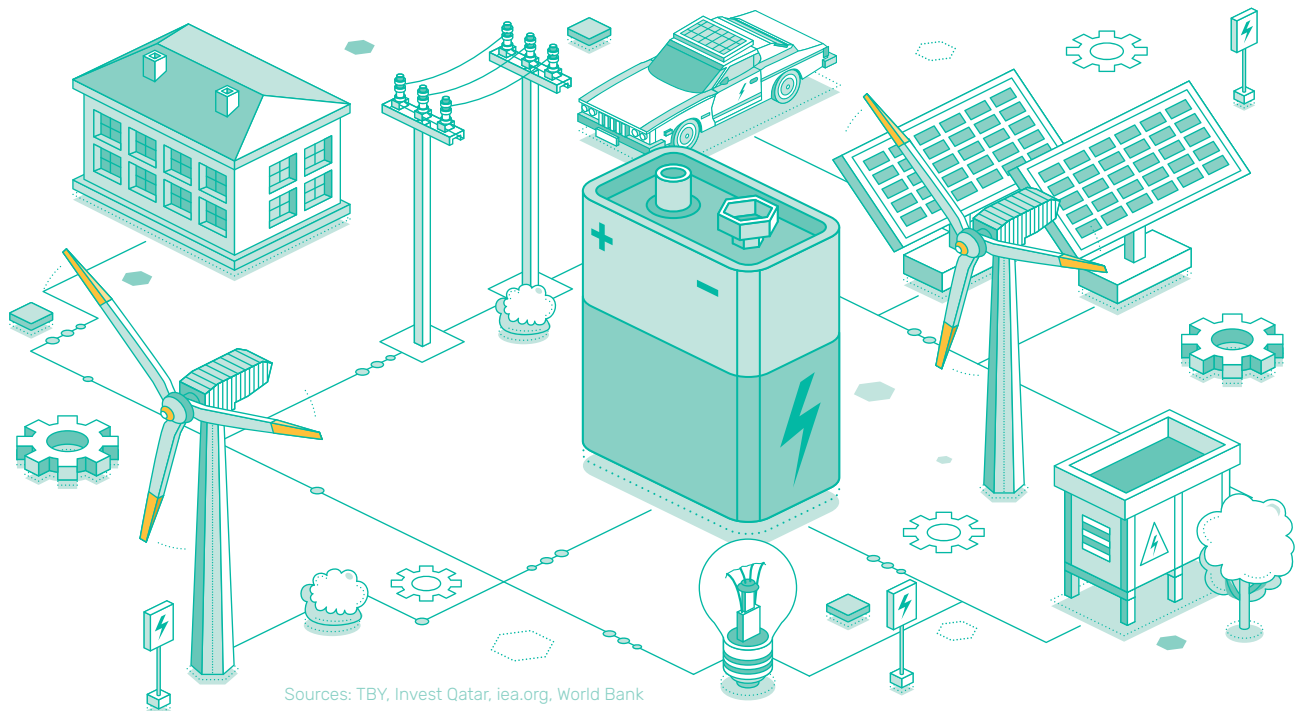


PROJECT BENEFICIARIES

- Renewable energy
- Clean transportation
- Affordable housing
- Waste management
- Sustainable water

NOTABLE PROGRESS THUS FAR

<p>MAY 2024</p> <p>Qatar issues USD2.5 billion in green bonds; a \$1 billion five-year tranche and a USD1.5 billion 10-year tranche, drawing over USD14-billion in peak subscription demand</p>	<p>MAY 2025</p> <p>Ministry of Finance of the State of Qatar wins “Deal of the Year” from Global Banking and Markets: Middle East Awards 2025 for 2024 green bonds</p>	<p>SEP 2025</p> <p>QNB Group launches a five-year, EUR750 million tranche</p>	<p>NOV 2025</p> <p>Qatar launches green bonds trading on London Stock Exchange</p> <p>Qatar Invest forecasts foreign direct investment (FDI) scaling USD75 BILLION by 2030</p>
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Sources: TBY, Invest Qatar, iea.org, World Bank



NEXT STAGE *of growth*

A leading player in Qatar's infrastructure market, CCC will continue to deliver landmark projects via greater supply-chain engagement, sustainability-driven delivery, and advanced digital tools.

BIO

Oussama El Jerbi is the Managing Director of CCC in Qatar, leading major infrastructure and energy projects since 2017. With over 30 years of experience in engineering and construction, he has overseen landmark developments including LNG facilities, airport expansions, and national infrastructure works. He holds advanced qualifications in construction management, civil engineering, and business administration. He is also a recipient of the prestigious EngExec credential from Engineers Australia, recognizing his leadership and strategic impact in the engineering sector.

Oussama El Jerbi
MANAGING DIRECTOR - QATAR,
CONSOLIDATED CONTRACTORS
COMPANY (CCC)

Ashghal's QAR81-billion plan marks a major push for infrastructure growth across Qatar. What opportunities does this development plan create for CCC in expanding its project portfolio?

CCC views itself as a leading player in Qatar's infrastructure market, backed by a long-standing partnership with Ashghal. Its new plan valued at over QAR80 billion is an ambitious roadmap that promises to introduce a broad range of impactful projects to the market. We are closely monitoring developments and preparing to engage as soon as invitations to bid and expressions of interest are issued. This pipeline reflects a renewed commitment by the government to prioritize infrastructure as a central pillar of national growth. It also creates meaningful opportunities not only for major contractors such as CCC but for the entire supply chain, including subcontractors and specialized service providers involved at every stage of project delivery. We have received an initial, high-level presentation outlining the project categories and general timelines, and the next step is to track tender announcements and pre-qualification rounds. We are fully prepared to respond strategically as opportunities are formalized. Internally, we have already begun scenario planning and are refining our technical readiness so we can move quickly and effectively when bidding begins. Rather than reacting to the market, our goal is to anticipate it and be ready with solutions from day one.

Sustainability is a major focus for CCC. Can you provide some insights on the outcomes of your 2020-2025 sustainability strategy and your plans beyond 2025?

Sustainability has long been embedded in CCC's operations, especially when compared to the wider markets where we operate. Our 2020-2025 strategy was led from the top by our chairman and senior management. We have built strong internal systems to monitor and engage all levels of the organization. One key change since the strategy began is the alignment now visible between our internal initiatives and those of our clients and partners. This has enhanced collaboration and made it easier to achieve shared goals. We also see growing sustainability awareness and motivation among our employees, which has contributed to positive results across multiple areas. Looking ahead, we are assessing the

"Sustainability has long been embedded in CCC's operations."

evolution of this strategy into its next phase.

CCC has developed the C3D advanced production control system. What makes this system important for your operations?

One of the biggest challenges in construction is delivering the end product to the front lines in a structured and understandable way. C3D addresses that by creating a 3D visual model loaded with technical data, breaking down elements into granular, executable components, each tied to their engineering and execution prerequisites. It incorporates 4D scheduling, allowing users to track progress over time. On the ground, this helps frontline workers clearly visualize what they are building, how it fits into the broader timeline, and the prerequisites they need to meet to get the job done. C3D has already demonstrated significant improvements in efficiency, especially in multi-phase industrial projects. We have also made it flexible enough to integrate with third-party systems so that partners and clients can benefit from full project visibility.

How does CCC use emerging technologies to drive innovation across its operations in Qatar?

We are introducing several AI-driven initiatives across the company. CCC supports and pilots emerging tech solutions specific to construction. Some of these initiatives aim to integrate AI into project management and decision-making. AI is helping our teams enhance communication, documentation, and presentation quality. That said, AI still poses risks, particularly in our industry where converting advice into physical output is serious. Therefore, we emphasize the critical role of experienced professionals in validating AI-generated outputs. We are also developing AI-guided quality assurance protocols where machine learning helps flag inconsistencies, but only as a first step before engineer review. Our focus is on staying agile, embracing innovation responsibly, and helping shape a sustainable infrastructure landscape in line with Qatar National Vision 2030. ✖



One Landmark at a Time: CCC at the Heart of the Gulf

Supporting Qatar's growth for over seven decades.

From LNG megaprojects to world class stadiums, metro systems, and harbors, CCC has been a cornerstone of Qatar's transformation for more than 70 years.

As one of CCC's key operational hubs, Qatar has been home to some of the region's most ambitious and technically demanding projects. Our work supports the nation's goals for diversification, energy leadership, and sustainable urban growth.

With a 70 year legacy of innovation, reliability, and quality, CCC continues to deliver iconic infrastructure that drives progress across Qatar and the wider Gulf.



**Building Legacies,
Honoring Values.**

www.ccc.net

STEPPING *on the gas*

New technology adoption walks hand-in-hand with capacity upgrades and export deals to sustain Qatar's pole position in LNG.

NATURAL GAS is a seminal component in the global transition to green energy. In 2024, Qatar exported roughly 9.3 billion cubic feet per day (bcf/d) of LNG through the Strait of Hormuz. Thus, as a key supplier to nations pursuing decarbonization programs, particularly in Asia, Qatar is working to increase its LNG capabilities to future-proof exports, while meeting its own domestic requirements for industrial greening.

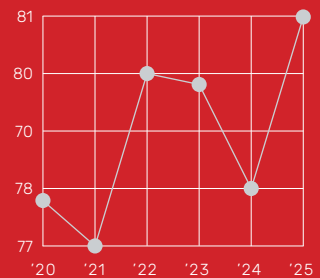
Qatar's plan is to elevate its LNG production to 142-million tons per annum (MTPA) by 2030. In November, state-owned power giant, QatarEnergy, among the world's largest liquefied natural gas producers, announced that its North Field expansion project would produce its first LNG in 2H2026. Qatar is therefore working on a multi-phase North Field LNG buildout to lift nameplate capacity (output under normal conditions), as well as adding storage/berths, and a >100-vessel carrier program. Expansion involves building six industrial units that cool natural gas into liquid form for export by ship, and will also have a 16 MTPA liquefaction capacity, bolstering the nation's energy security. The company's North Field East project, the first phase of expansion, is set to raise Qatar's LNG production capacity from its 77MTPA to 110MTPA. The second phase, the North Field South project, will further raise Qatar's LNG production capacity to 126MTPA, and by late 2030, as the National Vision comes its end, a third phase, the North Field West project, will lift Qatar's LNG production to the 142MTPA targeted by authorities.

TBY spoke with Agostino Napolitano, Country Manager of Saipem Qatar, the local division of the Italian multinational oilfield services company that has been active in Qatar since 1974. Agostino explained how his company expanded in the early 2000s, with Qatar's large-scale development of the North Field, saying, "Between 2002 and 2010, we built three LNG trains at Ras Laffan with a total capacity of 14.1 million tons per year, then one of the largest LNG projects globally." Saipem is presently engaged in a USD4-billion project with QatarEnergy as part of the North Field Sustainability Program designed to double Qatar's LNG production capacity, which, Agostino noted, "will help Qatar regain its position as the world leader in LNG exports."

In fact, in October 2025 QatarEnergy inked a lucrative multi-year LNG deal with major Asian player, India's Gujarat State Petroleum Corporation. The 17-year sales and purchase agreement involves the annual supply of up to 1 million tons of LNG as of 2026. The latest deal follows the two nations' first long-term LNG supply agreement of 2019.

With Qatar's North Field having proven reserves of ~24–25tcm, and an estimated 850–900tcf, it is set to allow Qatar to exploit downstream opportunities by repurposing some of its existing infrastructure. Qatar, then, is future-proofing its formidable status in the global energy arena, banking on its LNG reserves to support the profitable trip downstream. ✖

**LNG EXPORTS
(MILLION TONS)**





Edouard Thevenin
COUNTRY MANAGER & MANAGING
DIRECTOR OF DOHA OPERATING
CENTER, TECHNIP ENERGIES



Seiichiro Togashi
MANAGING DIRECTOR,
CHIYODA ALMANA

SUPPORTING Qatar's energy sector

Technip Energies and Chiyoda Almana continue to support Qatar's diversification strategy in line with Qatar National Vision 2030 by deploying advanced technologies, optimizing existing assets, and strengthening local talent development.

How does the company support Qatar's energy infrastructure and diversification strategy?

EDOUARD THEVENIN Technip Energies' strategy for technological innovation in Qatar is deeply integrated with the nation's ambitious Qatar National Vision 2030, which prioritizes a knowledge-based, diversified, and sustainable economy. We see Qatar as a vital hub for deploying cutting-edge technologies, particularly in the energy transition space. The primary example is our ethylene technology, which is applied in every ethylene unit in the country. We hold a portfolio of more than 70 technologies across petrochemicals, refining, gas processing, carbon capture, sustainable aviation fuel production, and circular systems. Our activities in Qatar demonstrate both pillars of our model: execution and technology. We are not simply an EPC house; we are also a technology partner shaping downstream output. Though we do not run formal R&D programs in Qatar, our global R&D is 100% dedicated to decarbonization, covering upstream gas, petrochemicals, sustainable aviation fuel, carbon capture, and hydrogen. Elements of this innovation are applied here through project integration. What we develop internationally is adapted to Qatar when relevant, especially re-

garding lower-carbon LNG and gas-to-chemicals pathways.

SEIICHIRO TOGASHI Chiyoda Almana's business model remains focused almost entirely on brownfield projects, meaning we do not design or construct new facilities, but rather improve, modify, and upgrade existing ones. Chiyoda Corporation (our parent company in Japan) has built 12 out of Qatar's 14 LNG operating trains, which gives us a deep understanding of their design and operational history. We serve as a technical "home doctor" for these facilities, working closely with facility operator to support maintenance, capacity enhancements, and technical troubleshooting. While the scope of our work remains consistent, the environment around it is evolving through the new environmental regulations and rapidly advancing equipment technologies development by the leading operation equipment manufacturers (OEMs) such as Siemens, Baker Hughes, and others continuously require us to integrate innovations into existing systems. Our role is to support our clients in incorporating these new technologies effectively and safely, ensuring that Qatar's LNG facilities remain at the cutting edge of global standards. Although the oil and gas sector are mature, our work constantly adapts to new technologies

and environmental priorities.

How do you contribute to local talent development, knowledge transfer, and supply chain growth in Qatar?

ET Technip Energies is actively growing its presence and recruiting new talent in Qatar to support the massive scale of its ambitious projects. Prior to COVID-19, our operating center held around 200 people. Today, it is 500, representing more than 50 nationalities. This incredible diversity is our strength, fostering innovation and inclusion that drives our success, and we continue to hire, both internationally and locally. Each year we recruit 10-12 graduates from Qatar-based universities, integrating them early and developing them over the long term. We also run the French international VIE program, hosting close to 40 participants in Qatar for 12-24 months. Many joins long-term afterward. Our goal is not short-term project hiring, but career development. We invest heavily in training, wellbeing, safety culture, and work-life balance. The office has been redesigned into an open, collaborative layout. For us, human capital is not a project-based resource, it is the core asset.

How does cross-cultural education and community ties reflect the company's broader CSR strategy?

ST Human capital development and social responsibility are deeply interconnected within our strategy. Through long-standing partnerships with Qatar University and Texas A&M University at Qatar, we provide internships and technical training that expose students to real-world engineering environments. Since 2012, we have also run an annual program with our headquarters in Japan to train young engineers from QatarEnergy and QatarEnergy LNG, helping to strengthen local expertise and align talent with market demands. These initiatives are complemented by regular collaboration with universities to adapt curricula to industry needs, ensuring that the next generation of engineers is equipped for the evolving energy sector. This focus on people extends to our broader CSR agenda, which integrates education, environmental stewardship, and community engagement. Our programs include blood-donation drives with Hamad Medical Corporation, beach-cleaning campaigns with the Ministry of Municipality, and sustainability initiatives that promote technologies reducing gas flaring and greenhouse-gas emissions. Together, these efforts form a cohesive approach to responsible growth, developing human capital while advancing environmental and social impact in line with Qatar's national vision. ✖



Suresh Ramanujan
VICE PRESIDENT - QATAR, KUWAIT,
IRAQ & JORDAN,
EMERSON



Hakan Özdemir
CEO,
SIEMENS QATAR

INTERNATIONAL *expertise*

These global exports continue to support Qatar's digital and sustainable transformation by integrating AI-driven automation, industrial software, and predictive analytics into LNG, energy, and smart infrastructure projects.

How do you help Qatari clients leverage digitalization, AI, and predictive analytics to achieve greater efficiency and resilience?

SURESH RAMANUJAN Emerson has been shaping industrial digital transformation long before it became a trend. Since the late 1980s, our foundation has centered on intelligent sensors that capture process data, control systems that interpret it, and final control elements that ensure safe, efficient, high-quality operations. And, more recently, we have significantly increased our focus on our automation portfolio by divesting non-automation segments and acquiring companies that strengthen our software and analytics portfolio. A major milestone in this evolution was our acquisition of AspenTech, a global leader in industrial software. With AspenTech now fully integrated into Emerson, we can deliver seamless data flow between operational technology and IT systems, enabling customers to securely contextualize information and realize the full value of intelligent automation. Our partnership with TotalEnergies reflects this strategy. We are deploying AspenTech's advanced analytics and optimization tools across its operations to standardize data usage, enhance visibility, improve efficiency, and move progressively toward autonomous operations. This approach aligns closely with the digital transformation initiatives we are supporting in Qatar.

HAKAN ÖZDEMİR For over 178 years, Siemens has driven innovations that redefine how the world lives and works. By bridging the real and

digital worlds, Siemens is helping chart Qatar's digital roadmap and accelerate its journey toward a smarter, more sustainable economy. We are using industrial AI and software-defined automation to turn the world's data into decisions, unlocking factories that can think, infrastructure that adapts in real time, and cities such as Doha that are becoming more resilient, human-centric, and sustainable. From smart grids and energy systems to automated industries and smart infrastructure, our technologies enable data-driven decision-making, sustainability, and resilience. For instance, in energy and industry, Siemens delivers automation, cybersecurity, and digital transformation for LNG and power sectors that are central to Qatar's growth. Our work on the World Cup's electrical infrastructure and the rollout of nearly 1 million Kahramaa smart meters show how digitalization directly improves everyday life. Another example is the Education City Tram, which carries more than 60,000 passengers annually and supports both mobility and education accessibility.

How do you advance localization and workforce development in Qatar?

SR Localization and human capital development remain central priorities for Emerson. We collaborate closely with Qatar University and other academic institutions, positioning our facility as an extension of their learning environment. Together, we are co-developing specialized curricula in LNG and automation technologies, as well as competency development programs tailored to QatarEnergy's

workforce. These programs offer personalized, hands-on learning paths for individual employees. We also welcome opportunities to partner on sustainability and technology innovation initiatives across Qatar. Globally, Emerson supports research and innovation labs by providing equipment and technical expertise to advance low-impact, environmentally focused technologies.

HÖ At Siemens, people are at the heart of every innovation, and nurturing the next generation of tech leaders is central to our mission. We work closely with universities such as Carnegie Mellon University in Qatar and Georgetown University in Qatar on forward-looking topics like financial sustainability and the ethical use of AI. Through our collaboration with Invest Qatar, students gain hands-on experience through internships at Siemens, applying classroom knowledge to real-world challenges. Beyond internships, we deliver lectures, sponsor university initiatives, and mentor young innovators to strengthen leadership and technical skills.

How do you leverage your portfolio to reduce environmental impact and support Qatar's sustainability objectives?

SR Our sustainability strategy is organized around three pillars: Greening of Emerson, which focuses on reducing our own footprint; Greening by Emerson, which centers on helping customers decarbonize; and Greening with Emerson, which involves collaboration with academia and policymakers. We are also among the few industrial companies with a Chief Sustainability Officer who reports directly to the CEO. More specifically in Qatar, we help the LNG sector enhance energy efficiency and lower carbon emissions during production. Our technologies support CO2 metering, monitoring, and re-injection to strengthen sequestration efforts. We also deliver energy management systems that optimize power usage and predictive emissions monitoring tools.

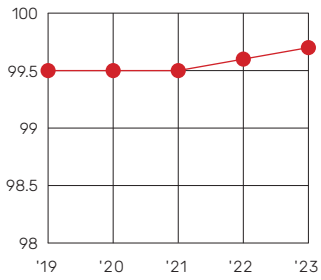
HÖ Sustainability and digitalization are both cornerstones of Qatar National Vision 2030, and together, they define the country's roadmap toward a smarter, more resilient future. Siemens supports these priorities through technologies that reduce emissions, optimize resource use, and accelerate the transition to low-carbon infrastructure. At Hamad International Airport, Siemens' energy-efficiency systems have helped cut carbon emissions, advancing HIA's ambition to become one of the world's first carbon-neutral airports. In Msheireb Downtown Doha, our smart infrastructure technologies power one of the most sustainable districts globally, recognized with top-tier LEED certification. These projects prove how digitalization and sustainability reinforce one another. ✖



Image: Wojciech Wrzesien

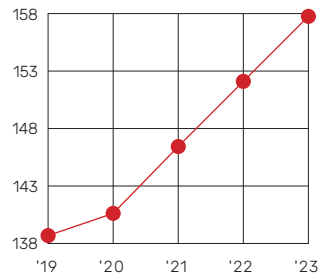
INTERNET USERS (% OF POPULATION)

SOURCE: WORLD BANK



MOBILE SUBSCRIPTIONS (PER 100 PEOPLE)

SOURCE: WORLD BANK



FIXED BROADBAND SUBSCRIPTIONS (PER 100 PEOPLE)

SOURCE: WORLD BANK

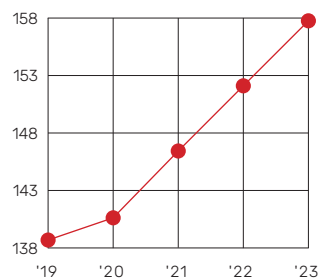


Image: Sven Hansche

Digitalization

DIGITAL *powerhouse* *momentum*

QATAR'S ICT landscape is entering 2026 with a clear shift from infrastructure expansion to full-scale digital maturity, supported by advanced connectivity, national digital identity systems, AI deployment, and coordinated start-up acceleration. At its core, the sector is guided by Digital Agenda 2030, which translates national diversification objectives into interoperable digital systems, data governance models, and a competitive innovation economy. This transition is reinforced by recent modernization in telecoms networks: Ooredoo's partnership with Nokia to migrate its core network to a fully cloud-native 5G standalone architecture enables network slicing, enterprise-grade latency reduction, and AI-driven optimization, positioning Qatar at the forefront of 5G applications in smart mobility, logistics automation, and industrial IoT.

Parallel to network modernization, Qatar is strategically removing systemic barriers that previously slowed digital transformation. The National Digital Authentication & Trust Services Strategy marks a decisive movement from fragmented verification systems toward a unified identity infrastructure that reduces onboarding friction, supports data trust, and enables secure commercial integration. By consolidating verification into a government-backed architecture, SMEs benefit from lower compliance burdens, faster transaction layers, and authenticated service delivery frameworks. This repositioning of digital identity, from a procedural requirement to an economic enabler, builds investor confidence and enhances Qatar's standing as a trusted technology jurisdiction.

Digital entrepreneurship continues to expand through a structured ecosystem led by the Ministry of Communications and Information Technology. The Digital Incubation Center, ScaleNow, and the TASMU Accelerator are producing high-

growth technology firms capable of scaling into regional markets. TASMU's equity-free grants of QAR200,000, access to more than 45 investment entities, and digital infrastructure valued at over QAR1 million, have allowed start-ups to progress from concept to commercialization without prohibitive capital risk. The 2025 rollout of AI and XR sandboxes further enhances rapid prototyping capability and reduces innovation costs. Mohammed Bin Ali bin Mohammed Al Mannai, Minister of Communications and Information Technology, told TBY that, the strategic five-year partnership with Scale AI is among the "most comprehensive government AI initiatives worldwide," covering over 50 generative AI applications in key public sector functions.

Qatar's leadership in AI implementation is also taking shape through its partnership with Microsoft to expand Azure OpenAI functions across government entities and the strategic five-year collaboration with Scale AI. Initial pilots in judicial analytics, municipal permitting automation, and safety compliance reflect a pragmatic adoption pathway, prioritizing measurable public-sector efficiency rather than speculative use cases. Huawei's expansion into Qatar's cloud and smart-city platforms complements this approach, supporting computing capacity, cybersecurity resilience, and multisector integration.

Supported by Digital Agenda 2030, national identity infrastructure, cloud-native 5G capabilities, and advanced AI deployment, Qatar's ICT sector is evolving into an innovation-driven pillar of economic diversification. In the context of regional disruption, the sector's role extends beyond competitiveness: digital infrastructure, AI-enabled government services, and secure communications networks are also foundational to national continuity and crisis resilience, aligning capability with both long-term ambition and immediate national need. ✖



DIGITALLY *empowered society*

The Ministry of Communications and Information Technology is rapidly strengthening the local IT landscape by expanding its startup support system, accelerating AI deployment across government, and driving the Digital Agenda 2030.

Mohammed Bin Ali bin Mohammed Al Mannai
MINISTER OF COMMUNICATIONS AND
INFORMATION TECHNOLOGY

Qatar's startup ecosystem is expanding through platforms like the Digital Incubation Center, ScaleUp Qatar, and strategic collaborations under TASMU. How is MCIT strengthening its support for tech startups in early and growth stages?

The entrepreneurial ecosystem development strategy demonstrates MCIT's profound understanding of the complex challenges involved in transforming innovative ideas into globally competitive companies. MCIT has built a thorough support system that addresses different stages of development, recognizing that entrepreneurial needs change significantly as businesses grow. The Digital Incubation Center acts as our core platform for emerging enterprises, offering specialized programs such as IdeaCamp, Direct Incubation, Make the Deal, Angel Investor Boot-Camp, and the Startups Investment Readiness Program. These initiatives provide structured support through key developmental stages, from initial idea validation to preparing for investment, helping entrepreneurs build crucial skills in strategic positioning, partnership development, and business execution. The TASMU Accelerator is our most extensive growth-stage support program, offering leading startups a grant of QAR200,000 while preserving their equity. Participants get exclusive access to over 45 investment entities, digital infrastructure valued at more than QAR1 million, and comprehensive soft-landing services including assistance with corporate registration, co-working space, and dedicated university partnership support. The 2025 expansion includes creating AI and XR Sandboxes at the TASMU Innovation Lab, advanced testing environments that enable startups to prototype and accelerate the adoption of AI and extended reality technologies without requiring large infrastructure investments. Through coordinated funding, mentorship programs, infrastructure, and regulatory help, MCIT creates ideal conditions for startup growth, scaling, and global competitiveness.

MCIT and Scale AI announced a long-term partnership to embed AI in government, education, health, and justice sectors. What specific pilot use cases are being prioritized through this collaboration?

The strategic five-year partnership with Scale AI is among the most comprehensive government AI initiatives worldwide, covering over 50 generative AI applications in key public sector functions. This collaboration showcases Qatar's commitment to evidence-based digital transformation, focusing on tangible citizen benefits and operational excellence rather than technology for its own sake. The first year focused on four carefully chosen pilot projects targeting key government service needs in areas that provide immediate, measurable benefits in areas where operational efficiency, accuracy, and public trust are critical. The expansion plan includes education, healthcare, and other high-impact sectors, ensuring systematic growth based on proven value creation and improved citizen service delivery. Through this systematic approach, we position AI as a force multiplier for public sector professionals, boosting their ability to serve citizens more effectively rather than replacing human judgment and expertise.

How does the Digital Agenda 2030 contribute to the country's economic diversification goals under NDS3?

Digital Agenda 2030 serves as the main operational framework guiding Qatar's comprehensive economic diversification plan under the Third National Development Strategy. While NDS3 sets our national direction, Digital Agenda 2030 provides the technological foundation and implementation structure needed to realize these transformative goals. Through six interconnected strategic objectives, including advanced infrastructure development, seamless digital government integration, thriving digital economy growth, cutting-edge technology adoption, strong innovation ecosystems, and a digitally empow-

ered society, DA2030 drives progress through 23 comprehensive strategic programs. Our main goal is to create a leading digital economy characterized by operational efficiency, high-yield digital investments, and ongoing global competitiveness. DA2030 systematically deploys connectivity, computational capabilities, and automation technologies across all economic sectors. The human capital development strategy is equally crucial for effective implementation. Through the comprehensive enhancement of workforce digital skills and increased access to technology, Qatar promotes labor market transformation toward high-skill job opportunities, while boosting private sector participation in national economic growth. DA2030 promotes advanced connectivity, computing infrastructure, and automation capabilities across various economic sectors, boosting productivity and creating digitally-enabled competitive advantages in global markets. Our digital government transformation efforts reduce business operational friction, directly supporting NDS3's goal of comprehensive service digitization and increasing citizen satisfaction. In essence, NDS3 outlines Qatar's strategic goal, while DA2030 offers a detailed digital transformation approach to realize these national aspirations systematically. ✖

BIO

Mohammed bin Ali bin Mohammed Al Mannai was appointed Minister of Communications and Information Technology in 2021. He has held several positions related to the ICT sector, including president of Communication Regulatory Authority, CEO of the Qatar National Broadband Network Company (QNBN) and positions in the telecommunications company Ooredoo Qatar, formerly known as Qtel. Al Mannai currently holds several other positions, including member of the board of trustees of Qatar University and a member of the board of Al Jazeera Media Network. He received a bachelor's degree in physics from the American University in Cairo. Al Mannai also holds professional certificates in management and leadership from several institutions, including the International Institute for Management Development (IMD), INSEAD Business School, and the Carnegie Bosch Institute.





THE NEXT *steps*

QNBN is driving Qatar's next phase of digital infrastructure growth and diversification by accelerating cloud and AI adoption and advancing cybersecurity research through the provision of resilient, ultra-high-speed connectivity for global digital integration.

BIO

Ahmad Mohamed Al-Kuwari is a senior executive with over 24 years of experience in the IT and telecommunications sectors. Following QNBN's acquisition of Gulf Bridge International, Al-Kuwari was appointed CEO of both entities in 2025. His career began in 2000 as e-government program director at the Supreme Council of Information and Communication Technology (ictQATAR). He subsequently served as CEO of MEEZA and CEO of Qatar Social Work. Al-Kuwari holds an executive leaders program certificate from Qatar Leadership Centre and an MBA with merit from the University of Wales, Cardiff, UK. He also earned a bachelor's degree in electrical engineering from Qatar University, graduating with top honors for his final project.

Ahmad Mohamed Al-Kuwari
CEO,
QATAR NATIONAL BROADBAND
NETWORK (QNBN)

What is QNBN's digital strategy and how will it drive the next phase of Qatar's digital infrastructure growth and economic diversification?

QNBN's strategy is to keep strengthening Qatar's national fiber backbone as an open, high-capacity platform that accelerates digital transformation across government and the private sector. By expanding coverage, improving resilience, and enabling scalable connectivity for operators and private networks, we lower the cost and complexity of digital adoption. This directly supports economic diversification by making it easier for industries to digitize operations, launch new digital services, and attract investment in data-driven sectors that rely on secure, high-speed connectivity.

QNBN signed a multi-year digital and AI infrastructure agreement with Microsoft at Mobile World Congress Doha 2025. How will this collaboration strengthen Qatar's digital ecosystem and position QNBN as a catalyst for technology adoption?

Our multi-year collaboration with Microsoft is designed to accelerate cloud readiness and AI-enabled services by combining robust national infrastructure with modern digital capabilities. Practically, it supports faster adoption of cloud and advanced networking services for institutions and enterprises, improves security and operational efficiency, and strengthens the foundations needed for AI at scale. For Qatar, it means faster innovation cycles and improved service delivery. For QNBN, it reinforces our role as a catalyst that helps customers move from connectivity to measurable digital outcomes.

QNBN expanded its ecosystem with a strategic collaboration with Doha Bank to enhance digital infrastructure and banking solutions. How does this integration support broader economic digitalization and service innovation?

Our collaboration with Doha Bank reflects how connectivity has become a core enabler of modern financial services. Secure, resilient network infrastructure supports safer digital channels, improved customer exper-

ience, stronger business continuity, and the adoption of next-generation banking capabilities. This integration contributes to broader economic digitalization by enabling trusted financial transactions and supporting innovation across the banking ecosystem, while also expanding QNBN's footprint in an important, high-trust sector.

How will QNBN's recent partnership with Carnegie Mellon University bolster Qatar's competitiveness in critical digital domains?

Working with Carnegie Mellon University in Qatar strengthens our innovation pipeline in next-generation networking and cybersecurity while supporting national talent development. These partnerships help translate advanced research into practical solutions for resilience, security, and performance. They also build local capabilities through training, knowledge transfer, and future talent pathways, which are essential for competitiveness in critical digital domains. In the long term, such collaborations reinforce Qatar's position as a regional hub for trusted digital infrastructure and applied innovation.

What future initiatives will QNBN pursue to support smart city projects, advanced enterprise connectivity, and global digital integration?

As Qatar continues building ultra-high-speed broadband coverage and prepares for greater adoption of AI-enabled services, digital infrastructure remains central to national growth. Looking ahead, QNBN will continue expanding ultra-high-speed broadband coverage while prioritizing resilience, security, and readiness for AI-driven demand. We will support smart city requirements with scalable fiber foundations, strengthen enterprise connectivity through higher-capacity and more diverse routes, and enable deeper integration with regional and global digital ecosystems through high-quality interconnect and partnerships. As national requirements evolve, our focus remains on providing open, future-ready infrastructure that accelerates adoption of advanced digital services across Qatar. ✖

QNBN plays a strategically vital role in Qatar's development and the nation's wider digitization agenda.



For the Success of Your Business

Through its visionary and collaborative approach to the market, QNBN is set to help empower the nation with high-speed broadband fiber optic broadband infrastructure by providing access to businesses.

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P.O. Box 28100 Doha, Qatar



Image: Satheesh_Madh



NEW highs

Snoonu's continued success positions Qatar as a global innovation hub through advanced R&D, sustainability initiatives, and a white-label technology model.

Hamad Mubarak Al-Hajri
CEO,
SNOONU

In 2025, Snoonu became the first Qatari startup to cross the QAR1 billion valuation. How is the agreement with Jahez reshaping Snoonu's strategy in Qatar and its expansion plans across the GCC?

This transaction delivers several strategic outcomes. It demonstrates that a globally relevant company with a valuation exceeding QAR1 billion can be built from Qatar, sending a strong signal to the market. It represents the largest transaction outside oil and gas in the country's history and the highest FDI in a non-oil and gas sector, reinforcing Qatar's progress toward a knowledge-based economy aligned with Qatar National Vision 2030. The regional innovation landscape remains fragmented, with strong startups across the GCC and Egypt but no unified technology champion. This partnership creates a strategic bridge between Qatar and Saudi Arabia and lays the groundwork for regional integration around a single scalable platform. The transaction unlocks capital to accelerate growth and deepen investment in AI, robotics, autonomous delivery, new verticals, and international expansion. Under the agreement, Snoonu will operate in markets where Jahez is not present, with Kuwait and Bahrain managed directly and expansion planned into seven additional markets. The company aims to enter at least five new countries by 2029 and pursue an IPO on NASDAQ. In parallel, Snoonu is launching a platform as a service model to license its technology globally as a white label solution, creating a scalable pathway to export Qatari innovation worldwide.

How are Snoonu's R&D investments and automation strategy redefining the company's next phase of growth?

We position ourselves as a leader in consumer technology, not limited to food delivery or e-commerce, but centered on understanding consumer behavior. One of our core priorities is embedding AI across our entire technology stack. We have launched a major platform update where the recommendation engine is fully AI-driven. We developed an AI assistant that provides personalized suggestions, whether for medicine, cosmetics, or specific

lifestyle needs. Beyond that, our personalization engine analyzes long-term user behavior and predicts future needs based on historic patterns. This level of personalization represents the next evolution of consumer technology. Globally, companies such as Netflix and Apple have demonstrated the power of personalization, and consumer AI will enter a similar phase. At the operational level, we are building intelligent, scalable systems supported by AI and robotics. Fulfillment centers, dispatch systems, and even partner kitchens will increasingly rely on intelligent automation. Our goal is not to replace people, but to elevate productivity and allow humans to focus on higher value tasks. In reality, we are creating jobs rather than eliminating them. We are among the largest recruiters of graduates from institutions such as Carnegie Mellon and HBKU, and we operate technology hubs in Buenos Aires, Bogotá, and Vancouver. These teams contribute advanced AI expertise while creating economic value linked back to Qatar. If we do not innovate locally, consumers will rely on external platforms, and value creation will move outside the region. Qatar has unique advantages, including strong education, dense academic infrastructure, and significant investment in research. With these fundamentals, it makes sense to lead global innovation from here.

How are sustainability and social impact integrated into Snoonu's logistics and operations?

We approach responsibility as a long-term commitment. We are transitioning 10% of our fleet to electric vehicles annually, targeting 50% by 2030. Robotics and autonomous delivery will further reduce emissions. Our algorithms consolidate orders and optimize routes to minimize travel distances. Education is another major focus. In 2025, we contributed more than QAR5 million to education initiatives supporting students in Gaza, Africa, and other regions. We also invest heavily in local talent through internships, paid hackathons, and direct recruitment. Many professionals who started at Snoonu have gone on to leadership roles in global technology companies, strengthening Qatar's innovation reputation. ✖

1st

Qatari startup to surpass

QAR1B

valuation

Jahez agreement marks strategic shift toward regional scale and capital strength

BIO

The Founder & CEO of Snoonu, Hamad Mubarak Al-Hajri is a technology entrepreneur, investor, and engineer with over 20 years of experience in international business innovation, AI, and application development. He has co-founded 12 start-ups and is a visionary product developer, mastering all aspects of business formation, operation, finance, and management. In 2016, he was awarded the advanced project management certification by Stanford University. He holds an executive MBA from HEC Paris specializing in business administration and management and has completed the executive leaders program at Harvard Business School.



THE NEXT *stage*

Gem Soft has shifted its strategic priority toward positioning Qatar as a regional hub for secure, relationship-driven B2B and B2G expansion across the GCC and MENA.

Michael Jordan
CEO,
GEM SOFT

Web Summit Qatar 2026 marks largest Gem Soft presence yet

Qatari-based international firm committed to local innovation

Gem Team is a dynamic B2B & B2G platform designed for maximum data sovereignty and security

BIO

Michael Jordan is the CEO at Gem Soft, where he leads strategic investment initiatives and oversees high-impact partnerships across key markets. With a strong international background in investor relations, enterprise sales, and corporate strategy, he brings deep expertise in driving growth for technology platforms and communication ecosystems. His leadership spans strategic planning, go-to-market execution, financial structuring, and stakeholder engagement. He maintains a robust network of industry and government relationships across the GCC, US, Europe, Russia, South America, and Asia, enabling Gem Soft to build globally integrated strategies while staying locally relevant.

Gem Soft has undergone a remarkable evolution. How has this organizational transformation shaped the company's strategic priorities in Qatar and the region?

We started exploring the GCC in 2023, initially introducing our B2C platform, Gem Space, which still operates today as a secure, multifunctional messenger app. As the platform grew, we realized there was a strong need for a secure B2B environment, particularly in Qatar and the wider region. Many organizations here were seeking fully private communication and collaboration tools that large global providers could not guarantee due to third-party cloud vulnerabilities. Leveraging our experience building Gem Space, we developed Gem Team, a B2B and B2G platform designed to meet enterprise-level security and operational needs. We soft-launched it at Web Summit Qatar, following a full showcase in Lisbon, and the regional reception has been positive. Part of that success comes from our approach. We came to the region with a functioning, demonstrable product, not just a concept on paper. Many local decision-makers have seen companies arrive seeking investment with undeveloped ideas, and that breeds caution. By contrast, we brought a working platform that clients could test, touch, and experience firsthand. The other factor is cultural understanding. This region values relationships over transactions. You need to be present, visible, and trusted before business follows. That is why we decided to establish a full-time base here. I personally spent extended periods in Qatar throughout 2024 before fully relocating. Business here grows through relationships, and that philosophy aligns perfectly with ours.

How does Gem Soft address the specific communication and compliance needs of enterprises in Qatar and the wider MENA region?

Gem Soft operates two main platforms: Gem Space (B2C) and Gem Team (B2B/B2G). While both are expanding, our primary focus in Qatar and the GCC is on Gem Team. The strategy is to position Qatar as our regional hub and a base from which we can grow

across the Gulf and beyond. We fully align with Qatar National Vision 2030 and are deeply appreciative of the government's openness to collaboration. The Ministry of Communications and Information Technology, for example, has been highly receptive and supportive. We are not just here to sell technology, but to contribute to the local ecosystem. We plan to expand our team, engage with local universities, and establish internship programs to support local talent development in technology and finance. In time, we aim to open satellite offices in other GCC markets, ensuring local presence wherever government or institutional partnerships require it. Qatar offers not only a great business environment, but also a high quality of life, which makes it an ideal long-term base for Gem Soft.

How is Gem Soft positioning itself to support public and private institutions seeking resilient, localized, and post-quantum-ready communication systems?

Our primary sectors include finance banks, family offices, and investment firms where privacy and secure data handling are essential. Healthcare is another priority, as patient data protection is critical. We are also seeing growing interest from the travel industry, which handles sensitive personal information such as passports and digital payment data, and from the construction sector, which benefits from secure document sharing across project teams. Beyond that, our B2C platform Gem Space also attracts interest from education and tourism organizations that straddle both models. Importantly, Gem Team is not limited to large corporations. Most companies today maintain internal servers, so adopting our platform is technically and financially accessible. We offer flexible licensing options, allowing companies to assign and reassign licenses across departments as needed. Licenses belong to the company, not to individuals so if an employee leaves, the license can be reallocated without additional cost. Some clients even use Gem Team as a complementary solution alongside existing platforms like Slack or Teams, specifically for departments or transactions requiring higher confidentiality. ✖



Image: Ann Kapustina



ترشيد
Tarsheed

KAHRMAA
مجمعات
المستهلكات العامة والكهرباء والماء
Qatar General Electricity & Water Corporation

DEFENDER



الفردان بريميمير موتورز
Alfardan Premier Motors



محطة ترشيد لشحن
مركبات الكهرباء

Tarsheed Electric Vehicles
Charging Station

**BIO**

Awdesh Chetal is the CEO of Hyperthink Systems. With a strong engineering and data-driven innovation background, he leads the development of cutting-edge platforms that integrate AI, machine learning, and real-time analytics to optimize industrial operations. In parallel, Awdesh serves as CEO of Risin Ventures. With extensive experience across 11 countries on three continents, he has built strategic partnerships with C-suite leaders in BFSI, government, and technology sectors, while actively advising early and growth-stage companies in AI, cloud computing, and smart cities.

Awdesh Chetal
CEO,
HYPERTHINK SYSTEMS

What have been the most significant growth drivers for your company?

Unlike many firms entering Qatar, we are a locally founded company that expanded outward to Oman, the UAE, and Saudi Arabia, while maintaining an India-based back office. In 2016, we shifted focus to smart technologies and launched HyperThings, our IoT brand. It now includes 14+ proprietary IoT solutions across smart parking, lighting, energy, waste, asset tracking, and more. These are active in 25 parking sites across the Middle East, four major Saudi airports, and 300,000 smart meters in Muscat. For a major oil and gas client we use AI-driven virtual flow metering to monitor gas wells in real time, removing the need for physical sensors. We also offer asset monitoring for real estate and industrial clients, inventory optimization solutions for oil and gas clients, and multiple robotics initiatives like food delivery robots and underwater inspection drones. We believe in building value in building and owning IP in cutting-edge technolo-

gies and building with the latest technology trends to serve our enterprise clients across, industries and smart cities.

Where do you see the greatest opportunities emerging for Hyperthink Systems?

Our biggest push for 2025 is on AI-focused technology products and also to grow our engagement and portfolio in the AI domain. We have launched the AI Summit and Hackathon in Qatar, Saudi Arabia, and Oman in partnership with QDB, Code Saudi Arabia, Qatar science and technology park and, and the Central Bank of Oman. These events are not traditional expos; they are closed-format gatherings for C-level executives to explore cutting-edge AI use cases. The hackathon component is critical. With new models and tools emerging weekly, it is impossible for enterprises to stay updated through traditional research cycles. Our hackathons let them test tools in real time, validate use cases through workshops, and build quick MVPs. These formats offer immense value, especially as CIOs and IT teams look to differentiate and deploy the right technologies fast. We are also planning additional formats for knowledge exchange that cater to this new pace of innovation. It is a busy, exciting time. ✖

**BIO**

Vinnie Lauria is a two-time Silicon Valley entrepreneur turned venture capitalist. He is the Founding Partner of Golden Gate Ventures, a global early-stage VC firm launched in 2011. Over the past 14 years, Vinnie has served on more than a dozen startup boards, including unicorns like Carro and Carousell. Before founding Golden Gate Ventures, Vinnie built two startups in Silicon Valley and also founded Silicon Valley NewTech. Vinnie has been a guest lecturer at Stanford, Berkeley, and the National University of Singapore, and is a Kauffman Fellow. Earlier in his career, he spent four years at IBM.

Vinnie Lauria
FOUNDING PARTNER AND MANAGING
DIRECTOR,
GOLDEN GATE VENTURES

As one of the early international VCs with a base in Qatar, how would you assess the maturity of the local ecosystem?

We are about to finalize our fifth investment in the region, mostly in B2B startups. The biggest opportunity here lies in serving capital-rich local businesses with tailored tech solutions that global platforms cannot easily provide. Still, the ecosystem is early-stage. Many founders in Qatar are only focused on the local domestic market, which reminds me of Singapore in 2011. The most successful companies in our portfolio, two IPOs and nine unicorns, launched across multiple markets from the start, often with multinational founding teams. That diversity helps accelerate regional growth. Qatar can accelerate its ecosystem by introducing a fast-track entrepreneurial visa, attracting international founders, marketers, and engineers, and maturing its cross-border university exchange and start-up immersion programs.

How do you see Qatar's position in terms of global capital flows and innovation influence in the region?

Most investment capital in the region still comes from within, much like Southeast Asia in its early days. Over time, outside investors followed. Capital helps attract innovation, but it doesn't build ecosystems alone. Qatar is taking the right approach: backing specialized VCs rather than relying on direct investments. While we have been active in the region and are headquartered in Doha, we have yet to find the right local investment, which I see as a challenge I am personally committed to addressing, so in addition to my two full-time partners in Doha, I am spending more time here, mentoring and meeting founders. Golden Gate Venture's long-term goal is to build a robust startup ecosystem like we did in Singapore. We are here for the long haul, building relationships with founders and institutions alike. ✖

HIGH-IMPACT *solutions*



Ibrahim Hassan
MANAGING DIRECTOR,
ELAN GROUP

ELAN has become a key player in the media, urban infrastructure, and experience sectors, aligning itself with Qatar's economic and urban development goals.

How is ELAN refining its strategy to continue growing within the Qatari market amid rising competition?

ELAN is sustaining growth in Qatar by sharpening its position as a high-impact, integrated partner across media, urban infrastructure, and experiences. ELAN is focusing on premium assets, smarter digital media solutions, and measurable performance, helping brands and government-linked entities achieve stronger visibility and clearer returns in a crowded market. At the same time, ELAN is strengthening its Urban and experience offerings through end-to-end delivery, from design and build to installation and long-term maintenance, creating more reliable, long-term revenue streams and deeper client relationships. By aligning closely with Qatar's development priorities and continuously raising quality and innovation standards, ELAN is positioning itself to stay ahead as competition intensifies.

What are the company's priorities for scaling its digital out-of-home (DOOH) ecosystem and maximizing commercial value for clients?

ELAN's priorities for scaling its DOOH ecosystem in Qatar center on expanding premium reach, increasing buying flexibility, and proving measurable results for advertisers. A key focus is growing its footprint across high-traffic, high-dwell locations such as major malls, Msheireb Downtown, Lusail and roadside corridors, while continuing to invest in landmark large-format screens that command attention and deliver mass exposure. Commercially, ELAN is maximizing value for clients by accelerating its shift toward programmatic DOOH, giving brands the ability to buy inventory with greater precision, speed, and efficiency through global platforms and partnerships like VIOOH, alongside stronger measurement using analytics tools that certify viewership and campaign performance. By combining premium inventory with data-driven planning and verified outcomes, ELAN is positioning DOOH as a performance media channel, not just a visibility play, helping clients optimize spend and drive higher returns.

How does ELAN collaborate with partners and venue owners to enhance audience engagement and commercial performance?

ELAN enhances audience engagement and

commercial performance in Qatar's urban environments by working directly with venue owners, developers, and government-linked entities to design "win-win" activation models, where the venue gains improved visitor experience and revenue potential, while brands gain access to premium, measurable audiences. In practice, this means ELAN installs and operates DOOH networks inside and around high-traffic destinations (such as Mall of Qatar, Doha Festival City, Msheireb Downtown Doha, Lusail City and Place Vendome), aligning screen placement, content rules, and formats with each venue's objectives and visitor journey. Commercially, ELAN strengthens partnerships by making these venues more attractive to advertisers through data-driven targeting and programmatic access, allowing brands to buy inventory more efficiently while providing performance visibility for venue stakeholders. For example, ELAN has enabled programmatic buying through partnerships like VIOOH, opening premium Qatari locations to global demand and increasing monetization potential for venue owners.

How is the company building the right capabilities to support diversified growth and innovation through 2026?

ELAN's recent hiring reflects a deliberate effort to build capabilities that support its diversified growth across media, urban, and entertainment, while preparing for more technology driven expansion through 2026. In media, the focus is on strengthening digital and programmatic DOOH expertise, including commercial planning, network operations, content management and measurement, so clients can buy inventory more precisely and receive clearer performance outcomes. This aligns with ELAN's direction toward programmatic DOOH through partnerships such as VIOOH and its continued expansion across premium locations in Qatar. In parallel, ELAN is scaling operational capacity in urban, event, and entertainment by investing in the specialist skills required for end-to-end delivery, including design, engineering, manufacturing, installation and long-term maintenance. This approach increases speed, consistency, and innovation capability, enabling ELAN to deliver more complex, high-impact projects while maintaining quality and competitiveness in Qatar's evolving urban environment through 2026. ✖

BIO

Ibrahim Hassan is a senior finance and investment executive with over 18 years of experience across treasury, investments, and Islamic banking within leading Qatari financial institutions. A CFA charter holder, he has managed multi-billion-riyal portfolios, led subsidiary turnarounds, and launched national SME, private equity, and startup investment programs. Currently serving in executive leadership roles spanning finance and corporate restructuring, he is recognized for his expertise in capital allocation and risk-managed investment strategies.

LEADING INNOVATION IN OMNICHANNEL ADVERTISING IN QATAR

OUTDOOR | DIGITAL SIGNAGE | MALLS | ONLINE | RADIO | CINEMA | PRINT | EXHIBITIONS

**THE LARGEST
PORTFOLIO OF
ADVERTISING
ASSETS
IN QATAR**

3,000+
ADVERTISING ASSETS

ELAN

Cisco and Vistas Infrastructure Driving AI and Digital Transformation

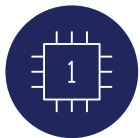
Cisco has been at the forefront of driving the "**Secure Backbone of the AI era.**" Vistas Infrastructure, being a **Strategic Cisco Gold Partner** in the GCC, is focused on providing the specialized infrastructure required for the deployment of AI to drive Digital Transformation and deliver industry-specific use cases that truly put AI at the forefront. We are extremely strategic in positioning the **AI-Ready Infrastructure / AI Factory** that is based on the below breakdown of Cisco integrating AI with security and a scalable backbone:

CISCO AI FACTORY



CISCO NEXUS HYPERFABRIC

An AI cluster solution developed with NVIDIA. It provides a "plug-and-play" experience for deploying AI data centers, combining Cisco's Ethernet switching with NVIDIA's GPUs and AI software.



SILICON ONE

Cisco's unified chip architecture that powers 800G Ethernet speeds, which are essential for connecting thousands of GPUs without creating bottlenecks.



THE UNIFIED EDGE

Helps companies move AI away from central data centers and closer to where data is born (the "Edge"). This allows for real-time AI processing in factories, hospitals, and retail stores with minimal latency.

SECURITY AND GOVERNANCE IN THE AI ERA ↗

As companies transform, the biggest hurdle is **AI data privacy**. Cisco's 2026 reports show that 90% of organizations have expanded their privacy programs specifically because of AI.

↗ CISCO AI DEFENSE

A security framework designed to protect AI models from "prompt injections" and data leaks.

↗ ZERO-TRUST FOR AI

Ensuring that every AI agent and data request is verified, preventing unauthorized AI "shadow IT" from accessing sensitive corporate IP.

↗ MOTIFIC.AI

A SaaS platform Cisco uses to help businesses deploy generative AI quickly while maintaining strict control over costs and data sovereignty.

WHY THIS MATTERS

For most businesses, the "Digital Transformation" of the past decade was about moving to the cloud. In 2026, however, Cisco and Vistas Infrastructure are driving the **modernizing of the network** to handle AI. Without an AI-ready infrastructure, the "intelligent" software most companies want to run simply won't have the speed or security to function. This is the key enabler of what Vistas Infrastructure delivers in true partnership with Cisco.



SUPPORTIVE *role*

Cisco is aligning its global strategy with Qatar's digital transformation by advancing AI-ready data centers, hybrid cloud integration, smart infrastructure, and nationwide digital resilience.

Hasan Khan
COUNTRY MANAGER,
CISCO QATAR

How is Cisco adapting its global strategy to support Qatar's digital transformation agenda?

Cisco's global strategy aligns with our key customers' priorities in Qatar with focus on three main pillars: AI-ready data centers that prepare infrastructure for advanced workloads, future-proof workplaces that enhance user experiences through smart and secure environments, and digital resilience that ensures reliability and protection across expanding digital ecosystems. Our focus in Qatar is centered on supporting the public sector, which plays a significant role in the country's progress and innovation. We are proud to contribute to key areas such as education, healthcare, tourism, and public services, helping to drive positive outcomes and support the nation's strategic vision. As Qatar accelerates its adoption of leading public cloud platforms, we support organizations in seamlessly integrating their existing and new technologies through proven hybrid cloud frameworks. Once deployed, we focus on strengthening digital resilience, enabling clients to monitor, detect, and address issues rapidly, in full alignment with the National Digital Strategy 3 and MCIT's initiatives.

What milestones has Cisco achieved with the Ministry of Interior to advance smart security and digital resilience?

Our meeting with national leadership focused on aligning with Qatar's digital priorities and ensuring Cisco contributes securely and sustainably to the country's digital transformation. Following this, we signed a Letter of Intent with the Ministry of Interior to collaborate on key areas around digital transformation, AI, digital infrastructure development, and cybersecurity. Guided by MCIT's vision, Qatar is making strong progress on AI adoption. Cisco actively supports this through initiatives such as the MCIT-Scale AI partnership, where we are one of the main players, helping accelerate national awareness, adoption, and governance of AI technologies.

How has Cisco been leveraging IoT, edge-computing, and AI to create next-gen infrastructure?

Cisco has been collaborating with many customers across various industries, for example with our ener-

gy customers in the country we are focusing on digital architecture, ensuring uniformity and interoperability across all project packages. Our long-term collaboration with customers in the energy sector demonstrates the sector's trust in Cisco's ability to support critical national infrastructure. IoT and edge computing are deeply embedded in Qatar's industrial landscape, especially in oil and gas, energy, and manufacturing. Cisco focuses on health, safety, and operational efficiency by integrating edge analytics and IoT solutions in collaboration with partners such as Honeywell, Siemens, Rockwell, and RealWear. For example, Cisco Webex Expert on Demand, integrated with RealWear devices, enables frontline workers to connect remotely with experts for real-time, hands-free assistance using voice and head controls in some sites in the country. This solution improves first-time fix rates, reduces travel costs, and boosts operational efficiency for field workers using RealWear hardware and a Webex Expert on Demand license.

How is Cisco helping to develop local digital talent and support Qatarization goals?

Cisco plays an active role through the Cisco Networking Academy, which operates across schools and universities, customized to align with local curricula. Since the inception of Cisco Networking Academy in Qatar, we have trained more than 22,400 learners in the country. In Cisco's 2025 fiscal year alone, more than 8,000 students were trained across 25 academies in the country, with a female participation rate of 34%. We partnered with the University of Doha for Science and Technology to enhance its engineering and IT programs. Another key initiative involved sending two batches of early-career Qatari professionals for intensive three-month training programs at Cisco facilities in Europe. The goal is to equip them with future-ready skills and position them as digital leaders within ministries and national organizations. Through Cisco Networking Academy, we establish academies, train instructors, and ensure that learning programs reflect Qatar's priorities. We also recently signed an MoU with Education Above All Foundation under Qatar Foundation to expand digital learning accessibility. ✖

Hybrid cloud collaboration with Qatar Airways ensuring zero downtime

Third phase of the Cisco's Country Digital Acceleration Program CDA focuses on AI and AI security innovation

BIO

Hasan Khan is the Country Manager of Cisco QSTP. With more than 23 years' experience in ICT industry, he has worked across all sectors including channel partners, service provider, private sector, and public sector organizations across the region. Over the last 18 years, he has been an integral part of Cisco Qatar, orchestrating key relationships in the country with strategic customers. In the last few years, he has led the private-sector team, working on major project wins in key verticals like transportation, utilities, oil and gas, and sports and media.



Nayef Al-Ibrahim
CO-FOUNDER & CEO,
IBTECHAR

BIO

Nayef Al-Ibrahim is the Co-Founder and CEO of Ibtechar. Under his leadership, Ibtechar was recognized as one of Fast Company Middle East's 'Most Innovative Companies' in 2024, earned two honors from the World Economic Forum, and was twice named among Qatar's Top 50 SMEs. Al-Ibrahim brings valuable expertise in strategic planning, team leadership, and building effective frameworks that drive sustainable success. He holds a bachelor of science in civil engineering from Qatar University and an MBA from the American University in the Emirates. Before founding Ibtechar, Nayef managed large-scale projects worth over a USD1 billion in the real estate sector.

Being the first Qatari incubated start-up, how would you describe the company's journey over the past 15 years in shaping the local innovation ecosystem?

We founded Ibtechar with a clear purpose rooted in Qatar National Vision 2030. At the time, the country was embracing economic diversification and laying the foundation for a knowledge-based economy. We saw an opportunity to contribute meaningfully from the private sector and decided to align our mission with national goals. Ibtechar was the first company incubated in Qatar's inaugural incubation center, an early milestone that gave us both credibility and motivation. From the start, we asked ourselves how we could help build a knowledge economy in practical terms. The answer was clear: by developing human capital. That belief in people has been the core of our journey. Many of our team members have been with us for seven or eight years. We have invested in their growth through hands-on experience, training, and exposure to complex projects. This approach has enabled us to build deep internal expertise and sustain innovation. As a result, Ibtechar has

become one of Qatar's leading players in designing, developing, and operating innovation solutions across multiple sectors. We have grown from two people to more than 30 full-time professionals, and more importantly, we have crossed QAR150 million in awarded project value.

Could you elaborate on Ibtechar's role in developing innovation labs across the country?

Today, around 70% of the globally certified innovation labs officially announced in Qatar have been developed, managed, and operated by Ibtechar. That figure spans various sectors including education, ICT, special needs entrepreneurship, and even manufacturing. For example, we have worked with industrial clients to set up internal innovation hubs to accelerate prototyping, reduce lead times, and improve product development. This work is not just about physical spaces; it is about enabling ecosystems. These labs become centers of excellence for experimentation, digital transformation, and skills development. It is a critical part of building Qatar's innovation infrastructure, and we are proud to lead in that space. ✖

Quantum Leap

Qatar is harnessing quantum technology for application in sectors vital to its diversification beyond hydrocarbons, such as biomedicine, material science, chemicals, life sciences, and finance.

DIGITALIZATION efforts are underway to support Qatar's economic diversification, and the country is accordingly future-proofing itself in frontier technologies like quantum-computing, which can potentially enable vastly complex tasks. Dedicated events and strategic collaboration are already signposting Qatar's shift from consumer to early co-developer of those technologies. The objective here is simple: to become a digital innovator and resonant regional voice in next-generation computing.

As AI applications advance, the qubits of quantum computing, in tandem, promise a technological capability bordering on science-fiction. Quantum computing's magic skill, unlike its conventional counterpart, is its ability to be both on and off at the same time, vastly expediting calculation and problem solving. The Qatar Center for Quantum Computing (QC2) is the nation's lightning rod for related development, a pioneering Qatar-based quantum research center championing theoretical and experimental research. To leverage inter-disciplinary collaboration and physical infrastructure in a dedicated ecosystem, QC2's Hamad Bin Khalifa University Research and Development Complex is located close to the Qatar Computing Research Institute, Qatar Biomedical Research Institute, and Qatar Environment and Energy Research Institute. Involvement, then, is comprehensive, spanning government, academia, and industry.

It is telling that the United Nations declared 2025 the 'International Year of Quantum Science and Technology', marking a century since the genesis of quantum mechanics. Quantum technology (QT) comprises the three areas of quantum computing, harnessing the very laws of quantum mechanics to perform previously unthinkable tasks, quantum communication involving the secure transfer of quantum information, and quantum sensing that allows measurements far beyond conventional sensors.

The numbers, like the technology itself, are staggering. McKinsey's Year of Quantum 2025 report indicates that the QT market could scale USD100 billion by 2035. Of its three aforementioned components, quantum computing will claim the lion's share, soaring from 2024 revenues of USD4 billion to up to USD72 billion in 2035. By 2035, quantum computing's worth is estimated at between USD28 billion and USD72 billion, quan-

tum communication at USD11 billion-USD15 billion, and quantum sensing at USD7 billion-USD10 billion. Qatar is eyeing those numbers and acting accordingly.

Private sector enterprise may well be the lifeblood of QT innovation, but working at scale requires an all-hands-to-the-pump approach. Therefore, in May 2025 at the Qatar Economic Forum, Invest Qatar strategically partnered with US and UK domiciled firm Quantinuum, a world leader in the field and developer of the world's preeminent quantum computer to secure the nation's stake in the QT arena. While Quantinuum has gained a regional foothold with opportunities for collaboration through access to the local research ecosystem, Qatar is capitalizing on knowledge-sharing platforms, and joint research initiatives. Upon signing the partnership, Invest Qatar CEO Sheikh Ali Alwaleed Al-Thani underlined that, "By combining global expertise with local ambition, we aim to cultivate a thriving quantum ecosystem that drives innovation, supports economic diversification and empowers future talent." And so, Invest Qatar is working to localize the developmental and commercial future of QT, including highly-skilled employment opportunities for the Qataris of tomorrow's quantum workforce. According to the McKinsey report, deals Quantinuum has inked with Qatari enterprises, including a USD1 billion, 10-year JV with Al Rabban Capital, confirm that the world has advanced QT "from concept to reality."

Moreover, an event running from November 15-18, 2025, Qatar's First Global Quantum Computing Hackathon, was staged by the Ministry of Communications and Information Technology alongside participation from the Ministry of Defense. The Hackathon, which places Qatar on the international QT calendar, was held at HBKU at Doha's Minaretein Center in Education City. It invited participants ranging from students and engineers, to researchers, tech providers, and industry leaders to consider applications for QT platforms, specifically in the energy, healthcare, financial, and logistics sectors. The event advanced the digital, knowledge-driven economy goals of Qatar's Digital Agenda 2030, and by extension its National Vision 2030.

Essentially, Qatar has inserted itself into the international QT conversation, one shared with the US, China, and the European Union, and on the cusp of real-world impact. ✖

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New dimensions of visual communication

Space
Branding

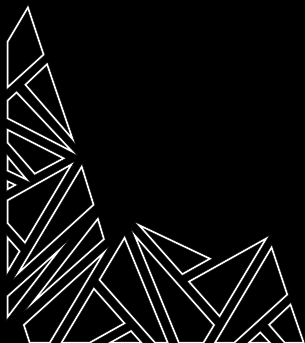
Signage &
Wayfinding

Bespoke Gifts
& Awards

Bespoke
Accessories

Architectural
Elements

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NATIONAL *players*

These leading Qatari companies are advancing the national digital transformation agenda by strengthening cybersecurity and AI capabilities, expanding tech-enabled consumer platforms, and investing heavily in local talent.



Hasan Sayed
CEO,
QATAR COMPUTER SERVICES (QCS)

QCS warmly embraces Qatar's new national transformation drive, pairing rock-solid service delivery with accelerated innovation to help clients capitalize on the Digital-First agenda. We keep mission-critical operations running at full strength through a rigorous continuity framework, while channeling fresh investment into cybersecurity and digital-transformation offerings that map directly to the initiative's six strategic pillars. Our expanded cybersecurity business unit now delivers a broader suite of managed detection, incident-response, and cloud-security services, and we have deepened alliances with global vendors, particularly those weaving AI into identity, cloud-security, and data-protection platforms. QCS builds internal capacity by prioritizing the recruitment and retention of high-caliber professionals based in Qatar, especially subject-matter experts whose knowledge remains close to customers and directly supports the nation's ICV agenda. Even during slower market periods, we kept hiring selectively, convinced that strengthening human capital deepens client trust and makes projects more resilient. With firm backing from our board, we continue to invest in top-tier talent so that QCS and Qatar's wider digital workforce advance together.



Saif Qazi
CEO,
URBAN POINT

QATAR remains our core market and innovation hub. Our strategic goals are to deepen our role as the country's leading lifestyle and savings platform, expand into new verticals, and strengthen our embedded partnerships with large institutions. First, we are committed to making savings accessible across the entire market postpaid, prepaid, tourists, and blue-collar workers, through the right product shapes, from full subscriptions to micro-vouchers. Second, we will continue to push for automation and AI where it improves real outcomes: faster merchant onboarding, richer personalization, smarter support that is helpful and fun. If we do those well, we can keep our team lean, our merchants happy, our users loyal, and our partners proud to scale with us. Today, we still see headroom to triple our user base in Qatar, so our priority is to double-down on this market. International expansion would need the right strategic trigger or an anchor investor that wants to localize our model with real commitment.



Cyril Anand
CEO,
STARLINK QATAR

STARLINK as an organization is a microcosm of what Qatar has been trying to achieve at a national strategy level in terms of diversifying its business. Rather than relying on one business delivering 80% of the revenue, we are now diversifying beyond iPhones and retail into the BPO side, helping organizations with contact care solutions, staff augmentation, remote work support, and recruitment. We see ourselves growing by enabling Qatar's businesses to embrace AI. GPU is just the hardware side getting people who know how to run these AI applications and extract value is equally important. We need native AI talent from universities, and we need to upskill the existing workforce. As part of Ooredoo Group, which has invested in AI data centers through SySnts, we are bringing AI talent to operate that infrastructure and help organizations train and upskill employees. If we play a crucial role helping Qatar achieve sovereign AI, we would have done justice to our existence as a Qatari enterprise.

The National Cyber Security Agency
building, Doha



CYBER *solutions*

Qatar is rapidly advancing cyber solutions through local innovators and global partners, combining large-scale AI and data engineering, advanced data protection, and homegrown offensive cybersecurity technologies.



AlHasan AISammarraie
FOUNDER,
APPLAB

APPLAB is definitively the largest software, data, and AI engineering firm in the country, with more than 480 employees. We are not only the largest in terms of size, but also in terms of engagements. Currently, we are running 36 AI programs for the public sector and serve more than 148 public and enterprise clients. In 2024, we were named Microsoft's 'Partner of the Year' for innovative solutions. Over 95% of our operations target these areas, which include government entities, banking, media, telecoms, and energy. We are also diversifying in two major directions. First, we are consolidating and unifying data strategies for our clients. AI is another significant vertical, where we deliver advanced solutions using Azure OpenAI, as well as technology-agnostic models in collaboration with global leaders such as Scale AI. We have collaborated with Scale AI on projects for Qatar Museums and partnered with Accenture and PwC. Our strong grasp of Qatar's digital ecosystem enables us to complement these global players and deliver value to national programs.



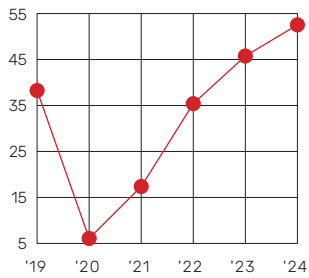
Hamad Hadeed
CO-FOUNDER & CEO,
CYTOMATE

COMMVAULT is one of the global leaders in data protection and cyber resiliency. The company has been in the market for over 26 years and has led the data protection space for government entities for more than a decade. In Gartner's latest capabilities evaluation across six use cases, Commvault ranked first in five, and we expect to lead all six this year. In Qatar, we work across both public and private sectors. Our solutions are implemented in government digital transformation projects aligned with Qatar National Vision 2030, ensuring that modernization efforts are secure and resilient. Beyond the public sector, we serve energy companies, banks, universities, and even high-security environments. We also serve organizations within the education sector, including prominent research and academic institutions. Commvault's offerings are not industry-specific; we are focused on safeguarding data across all sectors to ensure uninterrupted services. We are involved in highly sensitive projects that span from private sector initiatives to national security-related programs.

CYTOMATE is Qatar's first homegrown cybersecurity vendor. We develop advanced technologies in one of the most complex areas of cybersecurity: offensive capabilities for evaluation and improvement. Unlike traditional defensive approaches that focus only on building digital "walls," our work simulates real cyberattacks to reveal vulnerabilities and strengthen resilience. By demonstrating how intrusions can occur under controlled conditions, we help organizations understand their true exposure and design smarter, cost-effective defenses tailored to their specific risks. This proactive approach ensures resources are focused where they matter most, rather than on redundant or ineffective systems. Qatar, as a nation that champions peace, ethics, and innovation, should lead by example in building secure, responsible technologies. Cytomate's mission is to enhance cyber resilience for clients, vendors, and governments alike, supporting Qatar's transition toward a knowledge-based economy built on innovation rather than hydrocarbons. Global players choose to work with us not because we resell solutions, but because we build original technologies that elevate Qatar from a consumer market to an emerging R&D hub.

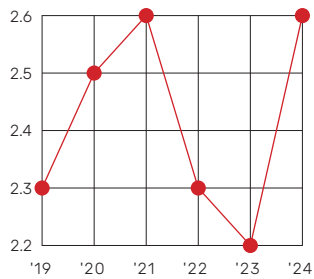
HAMAD INTERNATIONAL AIRPORT PASSENGERS (MILLION)

SOURCE: HAMAD INTERNATIONAL AIRPORT



AIR FREIGHT (MN TONS)

SOURCE: ICAO / HIA STATISTICS



REGISTERED VEHICLES (THOUSAND)

SOURCE: QATAR PLANNING & STATISTICS AUTHORITY

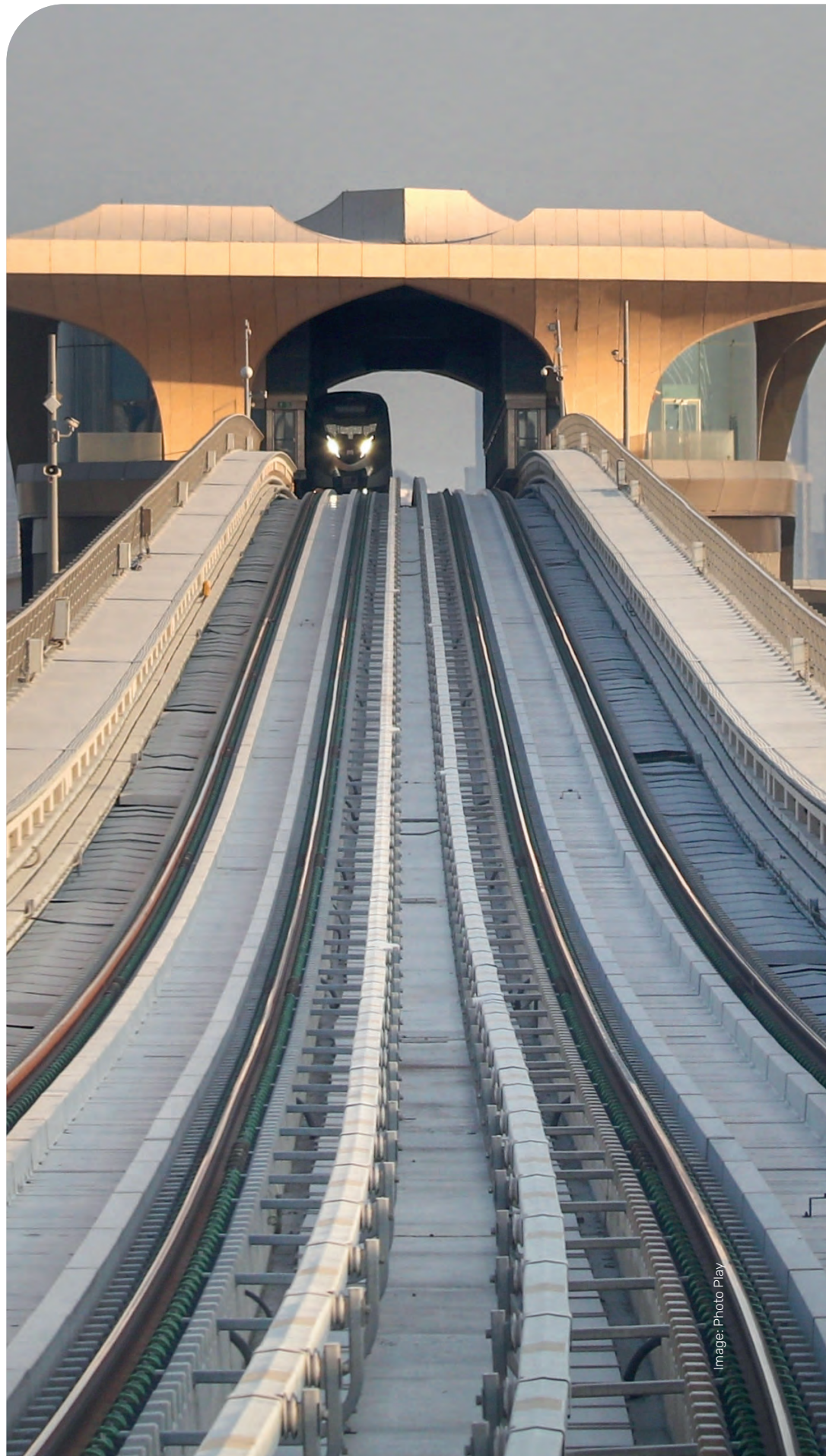
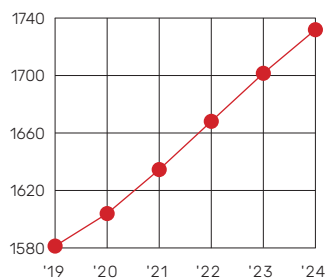


Image: Photo Play

Transport

GATEWAY *of the Pearl Coast*

QATAR is positioning itself as a pivotal regional hub in global trade and logistics. This transformation is driven by the Ministry of Transport Strategy 2025–2030, launched under the theme “Reaching Beyond Horizons.” It includes 125 projects and 42 initiatives with investments exceeding QAR1.2 billion, and about 40% private-sector participation, aimed at enhancing logistics performance, digital transformation, and smart mobility. Key goals include doubling the transport industry’s contribution to GDP, improving public transport efficiency, and leveraging technology to support economic growth and environmental sustainability.

Maritime transport remains a central pillar of the strategy. In the first three quarters of 2025, Hamad Port, Ruwais Port, and Doha Port recorded cumulative container movements of more than 1.11 million TEUs. Hamad Port’s intermodal connections, linking maritime, road, and rail networks, further enhance its ability to serve markets across Asia, Europe, and Africa efficiently. These gains reflect Qatar’s expanding capacity to support international trade flows and reinforce the nation’s role as a logistics gateway. The continued operation of these assets during a period of regional military hostilities is itself a demonstration of Qatar’s infrastructure depth and institutional resilience.

On the air transport front, Hamad International Airport (HIA) plays a vital role in Qatar’s global connectivity and logistics. In 2024, HIA handled an impressive 52.7 million passengers, a 15% increase compared to the previous year, along with 2.6 million tonnes of cargo (+12%) and 279,000 aircraft movements. It has been recognized as the highest-ranked airport in the Middle East for connec-

tivity, further strengthening Qatar’s position as a major aviation and freight hub.

HIA maintained strong throughput, serving 25.9 million passengers and handling around 1.2 million tons of cargo, illustrating operational resilience amid regional aviation trends. New concourses and expanded boarding capacity continue to improve operational efficiency and passenger experience.

Beyond passenger and cargo volumes, Qatar Airways plays a strategic role in the evolution of the transport sector, expanding route networks and reinforcing Doha’s status as an aviation hub that connects global markets. Its cargo operations support high-value and time-sensitive goods, contributing to the flexibility of international trade flows and supply chains.

Land connectivity remains a priority with ongoing development of rail infrastructure through Qatar Rail, supporting urban mobility and linking major economic nodes. Investments in public transit, including electric buses, metro, and tram systems, not only enhance mobility but align with sustainability targets outlined in the national strategy.

Qatar’s transportation and logistics ecosystem has demonstrated its resilience at a critical moment. The continued expansion of port and airport capacities, digital transformation of customs and cargo handling processes, and integration of smart technologies remain central to the national strategy. The sector’s performance during the current period of regional disruption will further cement Qatar’s standing as a dependable and sophisticated logistics hub, one capable of maintaining trade flows and international connectivity under the most demanding conditions. ✖



BRAND *promise*

Toyota's recent expansions have strengthened its nationwide market coverage and service excellence in Qatar and reinforced its long-term strategy centered on quality, modernization, and customer reach.

BIO

Abdulghani Nasser Al-Abdulghani started his professional career at Toyota Motor Corporation, Japan. As the first CEO of the third Al-Abdulghani generation, he will navigate and transform the company toward continuous positive growth. Al-Abdulghani is a true advocate of the company's corporate values and his leadership fosters a culture of respect and constant progress. He holds a bachelor's degree in civil and environmental engineering from Waseda University, Japan.

Abdulghani Nasser Al-Abdulghani
PRESIDENT & CEO,
AL ABDULGHANI MOTORS

What strategic role do your recent expansions play in increasing market reach and service excellence in Qatar?

In 2024, we opened Al Khor fully fledged service center, followed by the launch of the Lusail Toyota showroom in March 2025, in response to the rapid development of Lusail and its surrounding areas. Our expansion strategy is guided by a clear geographic segmentation of Qatar into the north, center, and south, ensuring a strong nationwide presence. The northern region had been underserved, so opening the Toyota showroom in Lusail alongside nearby facilities, including a quick service outlet at one of WOQOD's petrol stations, has significantly strengthened our footprint in this area. Al Khor service center has also started operations, reinforcing our commitment to best-in-class service. This reflects Akio Toyoda's "Best in Town" philosophy: being present locally builds authenticity and trust. We continue to rely on core service centers like Al Khor and the Industrial Area Main Service center, established in 1999, which are being reorganized and upgraded to modern standards. Even small operational improvements, such as streamlining car check-ins, significantly enhance the customer experience. By elevating operational standards across all centers, we aim to deliver a consistent, high-quality experience that strengthens Toyota's brand promise throughout Qatar.

Toyota was a pioneer in introducing hybrid models. How has your roadmap for electrified vehicles evolved in Qatar?

Toyota began introducing hybrid vehicles in Qatar around 2016 with the launch of the Prius. Over time, our hybrid technology has evolved, and now we offer hybrids in high-demand models like the Lexus LX and the Land Cruiser. Hybrid technology in this region is specifically designed for local conditions, with batteries engineered for GCC climates, eight-year warranties, and high mileage capabilities. Hybrid vehicles do not require external charging; they recharge automatically using regenerative braking. We have launched campaigns to educate the public, dispelling misconceptions about hybrids and introducing convenience, performance, and environmental benefits. We will continue to

raise awareness on hybrid vehicles through practical examples that show how hybrid technology performs in everyday driving.

What role do brand purpose and community investment play for the company?

We are proud of our partnership with QSL and QFA, which play an important role in strengthening our engagement with the community. Football is the primary sport in Qatar, and this collaboration allows us to connect meaningfully with the community through one of the country's most popular platforms. The recent renewal of our partnership for a five-year term reflects a growing level of trust, and we are now more actively involved in key events, providing mobility services and facilitating these events. Since many members of AAM also volunteer in these community events, sports initiatives were noted to also break down silos internally, improving communication between sales, service, and other departments.

What are your main priorities for the next phase of operational scale and strategic modernization?

Our foundation remains sales, service quality, and long-term customer relationships. Toyota's philosophy emphasizes continuous improvement, ensuring we remain a trusted brand while innovating in products, services, and technology. Toyota's focus remains: quality, durability, and reliability. The market is evolving rapidly, with more players and technological advancements. Our strategy is to stay true to our identity, focus on long-term customer interests, and welcome competition as a way to improve and innovate. We study customer preferences closely, from driving performance to technological features, ensuring our offerings meet long-term needs. We aim to serve all segments. From sports cars like the GR series to luxury models like Lexus, as well as commercial and passenger vehicles, our goal is to leave no customers behind. Toyota's goal is to maintain relevance across all segments while delivering quality and innovation. We are committed to long-term growth, consistently enhancing customer experience, and supporting both our employees and the broader community. ✖





NEW ENERGY *vehicles*

Elite Motors aims to lead Qatar's shift toward electrification by 2026 through practical, climate-adapted solutions that balance performance, affordability, and infrastructure realities.

Ahmed Al-Sebaei
CEO,
ELITE MOTORS

Pro Tips

➔ Start with a super hybrid or REEV rather than waiting for full EV infrastructure to mature, because the economics and practicality are already compelling today. Charge at home, drive on electricity for your daily commute, and let the gasoline engine handle everything else: the transition is far simpler than most people expect.

BIO

With over 35 years of experience in the automotive industry, Ahmed Al-Sebaei is a trusted leader in Qatar's market. As a key figure at Elite Motors, he has been instrumental in driving growth and enhancing customer experiences. Specializing in brand management and market strategy, he played a pivotal role in establishing and promoting the Chery brand in Qatar, reinforcing its reputation for quality and innovation. His expertise in sales, customer relations, and market development has made him a cornerstone of Elite Motors' success in the country's competitive automotive landscape.

How does Chery's broader strategy reflect your vision for electrification in Qatar by 2026?

Our vision for 2026 is firmly rooted in advancing the electrification of Qatar's automotive market. While our initial partnership for Chery new energy vehicles was a testament to Chery's global ambition and trust in Qatar as a strategic launchpad, the structure of that partnership has since evolved. What has not changed is our core direction: positioning Chery as a leader in new energy vehicles within this market. By 2026, we anticipate a significant shift toward electrified powertrains, primarily through our super hybrid and range-extended vehicle models. We recognize that while full EVs are the ultimate goal, cost and perceived infrastructure challenges can be deterrents for many consumers. Our strategy is therefore to offer highly efficient super hybrids and REEV that provide the immediate benefits of electric driving alongside the reassurance of a gasoline engine for extended range. Models like such as Tiggo 7, Tiggo 8, and Tiggo 9 are priced competitively against comparable vehicles in the segment, and their total range exceeds 1,000km, with electric-only capabilities of between 50 and 140km depending on battery size. For Qatar's geography, where daily commutes are typically 20 to 60km, this makes home charging entirely practical. Consumers can drive almost entirely on electricity for daily needs, saving up to 90% on fuel costs, while never worrying about charging infrastructure for longer journeys.

Battery performance in extreme heat is a common concern across the GCC. How is Chery addressing this?

It is one of the most important questions we face, and we have invested heavily in answering it with evidence rather than words. In 2025, Chery undertook comprehensive battery testing across the GCC, including a road trip from Dubai to Kuwait to Qatar during peak summer heat, specifically to demonstrate sustained performance under real-world high-temperature conditions. Qatar was also selected as the site for a particularly demand-

ing test: a Chery battery was submerged under seawater for 48 hours and reinstalled afterward, functioning normally. That test was witnessed by experts from China and across the GCC. Beyond testing, all Chery vehicles adhere to China's most recent fire safety specifications for new energy vehicle batteries, which are now globally recognized as being among the most stringent available, more demanding in several respects than European standards. By 2026, this accumulation of rigorous real-world validation, combined with continuous advances in thermal management and materials science, will give Qatari consumers genuine confidence in long-term battery performance, regardless of the climate.


Beyond passenger vehicles, what new solutions is Chery exploring for Qatar's specific challenges?

A significant focus for us is the delivery sector. Our research, conducted alongside Qatar University, revealed that delivery motorcycles have an accident rate 10 times higher than delivery cars, contributing to societal costs estimated at over QAR300 million annually in injuries and fatalities. The environmental impact of conventional delivery bikes is also considerable. Our response is to pilot a fleet of small electric delivery cars designed specifically to replace these motorcycles. I personally visited factories in China, tested prototypes, and identified key improvements needed for Qatar: stronger motor output for city traffic conditions and a battery range of 300km to eliminate the need for multiple daily charges. We have ordered five enhanced vehicles for trials and demonstration to the government. These cars offer enclosed cabins with air conditioning in temperatures that reach 50 degrees, zero emissions, and estimated savings of around 50% on fuel and maintenance costs for delivery companies. Challenges around parking and upfront cost are real, but we are working through them, including proposals for dedicated parking zones and aggressive pricing negotiations with manufacturers. This is the kind of localized innovation that reflects Chery's long-term commitment to Qatar beyond the showroom floor. ✖



With CHERY, luxury is not an option
It's a way of life



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QATAR ON THE MOVE

Qatar's rail networks are supporting growth, tourism, and a reduced carbon footprint in line with Qatar Vision 2030.

The railway network has become one of the most transformative elements of Qatar's modern economy. What began as a national mobility initiative in 2011 has since evolved into a platform that connects people, districts, and economic activity. Developed under the leadership of Qatar Rail, the Doha Metro and the Lusail Tram now play a strategic role in tourism, real estate, retail, sustainability, and overall community development. They also strengthen Qatar's global positioning as a country with reliable, efficient, and visitor friendly transport. Together, these systems deliver an infrastructure dividend that extends far beyond mobility and align closely with the objectives of Qatar National Vision 2030.

Qatar Rail was founded in 2011 through Emiri decree, laying the foundation for a new era of transport planning. The Doha Metro launched preview service in May 2019 and began full operations across three lines and 37 stations in September 2020. The Lusail Tram opened its first stations in early 2022 and expanded through 2024 and 2025. Over this period, rail progressed from development to rapid public adoption and then to a stage of operational maturity supported by high performance and continuous improvement.

2019 witnessed the delivery of an advanced metro system. Featuring 76km of track, 110 fully automated driverless trains reaching up to 100km per hour, and spacious stations incorporating Qatari heritage and modern design, the network introduced a new regional benchmark for transport infrastructure. Constructed using 21 tunnel boring machines operating simultaneously, a world record at the time, the system positioned Qatar among the leaders in large-scale rail engineering. This foundation enabled a national shift toward integrated mobility and prepared the country for rising visi-

tor numbers and major international events.

Shortly afterward, the system demonstrated its full potential. Ridership surpassed 100 million passengers by January 2023 and exceeded 200 million less than two years later, reflecting rapid public confidence. During the 2022 FIFA World Cup, the metro carried 17.4 million passengers, roughly 51% of all fans used the metro to reach stadiums, proving Qatar's capability to manage global scale crowd flows with efficiency and safety while ensuring seamless connections to fan zones, cultural districts, and hospitality areas.

In 2025, performance indicators continued to reflect operational excellence. Reliability stood at 99.85%, punctuality at 99.64%, and availability at 99.99%. Customer satisfaction reached 99.75%, supported by rigorous safety standards, including an incident frequency rate of just 0.01. Independent surveys indicate that nearly 90% of residents consider the metro safe and convenient, highlighting its contribution to reduced congestion and improved accessibility, including step free access, elevators, and dedicated facilities for people with disabilities.

Tourism has benefited significantly. Since 2019, the Doha Metro has supported more than 30 major international events, from global sporting competitions to regional tournaments and cultural festivals. The metro and tram consistently provide dependable access to stadiums, convention centers, waterfront developments, and entertainment venues. This sustained performance earned Qatar Rail international recognition from leading public transport associations. As Qatar positions itself as a global hub for sports, conferences, and cultural programming, dependable mobility remains a strategic asset delivered at scale by the rail network.

Urban development is another major area of impact. Lusail City illustrates how connected mobility drives real estate value, business activity, and tourism. The Lusail Tram spans 28km across four lines and 25 stations, offers seamless access to waterfront districts, linking community zones, marinas, commercial areas, and leisure destinations. Its integration with the metro at Legtaifiya and Lusail QNB stations strengthens con-

**110**fully automated
driverless trains**69**metrolink routes
serving 31 stations**250+**

million in ridership

37

stations

30+international events
served by metro**0.01**total incident
frequency rate

nectivity between emerging districts and central Doha. The combined network supports smart urban planning principles, encouraging density around stations and reducing car dependency.

First- and last-mile services have also played a decisive role in public adoption. The metrolink feeder bus system expanded from 13 routes in 2019 to more than 69 routes serving 31 stations. metroexpress services grew significantly across both networks, while Park-and-Ride facilities are available at 15 locations. Dozens of pedestrian tunnels and bridges, along with bicycle and scooter parking, ensure seamless connectivity. These measures promote a complete journey experience and reduce reliance on private vehicles.

Environmental sustainability is central to Qatar Rail's approach to public transport, with its metro and tram networks playing a key role in supporting UN SDG 11, sustainable cities and communities, and 13, climate action. By shifting millions of journeys from private cars to electrified mass transit, the network reduces congestion, improves air quality, and cuts carbon emissions. In 2025 alone, more than 66 million passenger trips removed an estimated 67,000 cars from the roads each day, avoiding approximately 111,508 tons of CO₂.

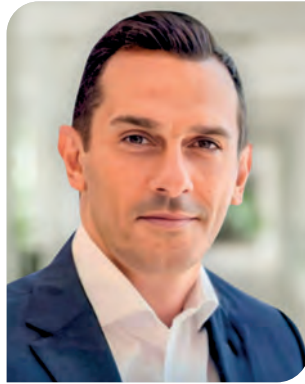
Low-carbon design and operations further strengthen these gains. Energy-efficient electric trains recover and reuse up to 42% of braking energy, while stations incorporate natural daylighting, LED lighting, and smart controls to reduce energy demand. Together, these measures are driving consistent reductions in emissions per passenger-kilometer, reinforcing rail as one

of the cleanest and most sustainable modes of urban transport.

Msheireb Station is the heart of the Doha Metro network and its central interchange, providing transfers between all three metro lines, as well as access to the Msheireb Downtown Doha project. It is considered one of the largest metro stations in the world, with a total area of 67,000sqm and an underground construction depth of 37m. Msheireb Station was awarded the Prix Versailles Interior World 2020, a UNESCO prize for Architectural Achievements in the Passenger Stations category, recognizing it as a model for promoting cultural heritage, economic activity, and sustainability in support of urban development and social progress.

Qatar Rail's economic contribution is measurable across multiple dimensions. By improving access, reducing travel time, supporting tourism, lowering congestion, encouraging investment, and contributing to environmental targets, the Doha Metro and Lusail Tram reinforce diversification objectives. They provide essential infrastructure for economic zones, mixed use developments, hospitality districts, and large-scale events, while delivering a service that is efficient, safe, affordable, and dependable.

From 2011 to 2025, Qatar's rail journey progressed through development, adoption, and operational maturity. With more than 250 million cumulative riders, near perfect operational indicators, expanded connectivity services, and internationally recognized sustainability standards, the network now stands as a central pillar of the country's long-term growth strategy.



CONTINUOUS *improvement*

DHL aims to strengthen its position as the most trusted logistics partner through long-term partnerships, customer-centricity, operational excellence, and exceptional service quality.

Henry Fares
MANAGING DIRECTOR,
DHL QATAR

EUR500M
regional investment
to boost aviation
hubs, warehouses,
e-commerce, and
last-mile delivery

Regarding DHL Group's announcement of more than EUR500-million in investments across the Middle East through 2030, where do you see the main opportunities to enhance operational capacity in Qatar?

The EUR500-million investment is being deployed across multiple countries and business units within DHL Group, which is precisely where its strength lies. DHL operates as an integrated value chain, with different divisions interdependent yet highly complementary. This synergy allows us to deliver greater value to customers. In aviation, investments are enhancing capacity through the development of hubs, including Bahrain, and strengthening the regional gateway network. On the ground, investments span regional distribution centers, warehouse capacity planning, and last-mile delivery capabilities, particularly for e-commerce. Logistics is an end-to-end value chain, from origin to final delivery, and our focus remains firmly on customer-centricity throughout that journey. Sustainability is also a major area of investment, especially in sustainable aviation fuel. Compared to conventional fossil fuels, sustainable aviation fuel can reduce CO2 emissions by up to 80% over its lifecycle. This directly supports global sustainability goals as well as Qatar National Vision 2030. Aligning with Qatar's long-term vision is something we are proud of, and we see increasing customer engagement with our GoGreen Plus solution, where customers actively contribute to more sustainable logistics.

How is sustainability, including GoGreen Plus, being integrated into DHL Qatar's operations?

GoGreen Plus is one important component within DHL's broader sustainability and ESG framework. Sustainability is embedded at every level of our operations, from small daily practices to large-scale investments. At the facility level, we focus on energy efficiency, lighting management, paper recycling, and creative initiatives such as upcycling and repurposing uniforms. We are also investing in electric vehicles and, later in 2026, solar panels at this facility, which will directly reduce emissions through insetting rather than offsetting. On a larger scale, sustainable aviation fuel plays a major role, and by signing up to GoGreen Plus, customers are participating in this journey. Once customers understand that small contributions can collectively make a significant impact, adoption becomes natural. Qatar's strong national focus on sustainability has made this transition even smoother, as our initiatives align closely

with the country's broader objectives.

What delivery, fulfillment, and customer experience innovations is DHL prioritizing to meet rising demand in Qatar?

Change is constant, and our focus is on continuously improving customer experience by looking at the end result rather than isolated operational processes. Digitalization and automation are central to this effort. We are investing in predictive analytics, shipment visibility tools, smart routing, and last-mile efficiency. SMEs are a particular focus, and we are building a holistic ecosystem that supports them through on-demand delivery, real-time tracking, and digitally enabled processes. Our material handling systems here are fully automated and optimized to best-in-class standards. On-demand delivery improves customer experience while also increasing operational efficiency by reducing failed delivery attempts. Everything is planned and executed in a more intelligent and sustainable way.

What priorities will guide DHL's next phase of growth in Qatar?

Our primary focus is customer satisfaction, driven by customer-centricity and operational excellence. Qatar's strategic location provides a strong advantage, supported by our presence in the free zone, close integration with customs, and advanced digital systems. We have also developed specialized capabilities, particularly in life sciences logistics, which align closely with Qatar's diversification agenda in healthcare, research, and innovation. Through temperature-controlled facilities ranging from frozen and deep freeze storage to cryogenic solutions reaching minus 150 degrees Celsius, this segment is already contributing to our business and is expected to be a key growth driver through 2026 and beyond. Globally, DHL's role as the official logistics partner of Formula One reinforces our ability to manage highly complex and time critical supply chains, expertise that translates directly into our operations in Qatar and extends to other major events in the country. In parallel, DHL4SMEs goes beyond a traditional program to create an integrated support ecosystem. Through a free platform offering workshops, webinars, networking, and partnerships with organizations such as Vodafone, Commercial Bank, Ogilvy, and leading business associations, we enable SMEs to scale, innovate, and expand internationally, leveraging DHL's presence in more than 220 countries. ✖

BIO

Henry Fares brings over 20 years of experience at DHL, fostering a thriving workplace culture that enhances business success and employee well-being. He began his journey with DHL in 2005 in the HR department in Saudi Arabia. In 2008, he transitioned to Bahrain, assuming a regional role at DHL Aviation Middle East & Africa. Leveraging his expertise, he later became Vice President of HR and a member of the DHL Express MENA Management Board. Before joining DHL, Fares gained valuable experience in sales management within the manufacturing industry. He holds a bachelor of science degree in business management and an MBA. He is currently pursuing doctoral research in organizational behavior at SDA Bocconi School of Management.

A WAVE of change

The smart technology being rolled out across Qatar's economy is unlocking efficiency in the sector that literally delivers the goods.

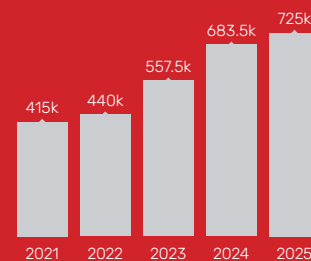
AS QATAR maximizes operational efficiency by deploying smart technologies across its diversified economy, advantages are being felt across numerous sectors, though perhaps none so much as logistics. Indeed, Qatar's Ministry of Transport (MoT) has positioned the nation as a multimodal logistics hub, where sea, air, and land combine to realize the National Logistics Strategy, a strategy that streamlines Qatari products' access to global markets while underlining national commitment to commercial relevance in the post-hydrocarbon age.

By MoT numbers, Qatar's logistics sector reached an approximate value of USD10.14 billion in 2025, with projected growth to USD13.49 billion by 2030, on a Compound Annual Growth Rate (CAGR) of 5.89% from 2025-2030. During 1H2025, transshipment volumes through Qatar's ports rose 11% from the same period of 2024, as total container handling exceeded 742,000 TEUs, with around 368,000 TEUs transshipped through Hamad Port, up 6.3% YoY. Qatar's port network, quays, dry ports, and container terminals are overseen by Qatar Ports Management Co., Mwan Qatar, and recent data indicates that those ports overall handled 216,466 tons of general and bulk cargo in October 2025, surging 43% year-on-year. The port network also includes facilities like Al Ruwais Port in northern Qatar that accommodates small and medium-sized vessels handling regional exports and imports. And with tourism being a pillar of Qatar's economic diversification, the Old Doha Port is Qatar's showpiece for rising cruise activity. It is worth noting that the 2024-2025 cruise season was a high watermark for the port, as 87 cruise ships bearing over 396,000 visitors arrived at what has become an integrated tourist destination. Mwan Qatar continues to garner international plaudits for operational excellence, in 2024 lifting the British Safety Council's International Safety Award and the Globe of Honor for environmental excellence.

It is also telling that while air cargo, according to Qatar Airways Cargo, accounts for 1% of global trade by volume, it represents 35% by value. Meanwhile, for cargo that can only be transported by ship, major investments to secure Qatar's status as a regional transshipment hub are blending physical expansion with digitalization. Among six major local facilities, Hamad Port alone, Qatar's preeminent trade gateway, is earmarked for a 43% YoY rise in cargo volumes. Upon completion, its upgrade promises an annual capacity north of 7.5 million TEUs.

In 2024, Hamad Port ranked first in the Gulf, and 11th globally in the Global Market Intelligence Container Port Performance Index 2024 that evaluates 403 container ports worldwide. The Port's smart cargo processing capabilities facilitate the handling of over 95% of Qatar's maritime imports. Advanced automation systems such as tech-enabled container handling and blockchain-based cargo tracking have already slashed average container clearance times by around 20%. Add streamlined customs processing, and Hamad's status as preferred transshipment point between Asia, Africa, and Europe is self-evident. The port even holds two Guinness World Records: one for building the world's deepest artificial basin, and more recently, one for committing to the world's largest mangrove relocation project. ✖

TRANSHIPMENT OF TEUs (UNITS)





Christopher Welsby
GCC AREA DIRECTOR,
DNV MARITIME

BIO

Christopher Welsby, GCC Area Director at DNV, brings over 40 years of global maritime experience across naval service, marine engineering, commercial shipping, and classification. He began his career in the British Royal Navy, before later transitioning into the commercial maritime industry, working with marine propulsion, power systems, regulatory compliance, and fleet operations. He went on to lead newbuilding activities in China for over a decade. In the Middle East, Welsby has held senior executive responsibility across the UAE, Qatar, and Saudi Arabia. He is recognized for his strong regional expertise, technical depth, and customer-focused leadership in the region.

As Qatar expands its maritime, LNG and offshore capacities, how is DNV strengthening its presence in Qatar's maritime landscape?

DNV is strengthening its presence in Qatar by helping companies through every step of fleet modernization. Our goal is to improve safety, reliability, and support the move toward more sustainable operations. We are supporting Qatar by being hands-on as the country modernizes its fleet and offshore assets. Our focus is simple, make operations safer, more reliable, and more future-ready. We help companies upgrade vessels, move toward cleaner fuels, and introduce new technologies. Digitalization is another major focus. We use AI to make class and assurance work faster and more accurate, and our DATE service gives customers 24/7 access to more than 200 experts. Cybersecurity is also a big part of our work. We have strong cybersecurity expertise, with over 500 specialists worldwide. We implement cybersecurity practices from the design stage and stay involved through engineering and construction. We check IT/OT systems, set up management systems, train crews, and help companies prepare

for cyber incidents. As new fuels and technologies enter the market, companies need clear standards. Our role is to guide the industry and provide the right rules, especially for alternative fuels.

How does DNV's sustainability strategy influence your activities in Qatar?

DNV helps companies reach their decarbonization goals in a practical and cost-effective way. Our approach is to help companies cut emissions in a way that is practical and cost effective. We help build clear roadmaps, strategies, run techno-economic studies, and identify energy efficiency measures that deliver real results. We also help identify what changes will save energy and run studies that show the best technical and financial paths forward. Our digital tools, like Emissions Connect, help clients track and report emissions in real time. We also support companies as they shift to new fuels and technologies. That includes targeted training, strengthening safety systems, stronger safety management systems, and solid risk assessments for ammonia, hydrogen, methanol, and CO2 handling. ✘





Elias Bou Maroun
CEO,
MAWAQIF QATAR BY QDVP



Abdelrahman Al Khateeb
GROUP CEO,
TRAFFIC TECH GULF

MOBILITY *solutions*

Mawaqif Qatar and Traffic Tech have advanced smart mobility in Qatar by shifting to software-driven, intelligent transport systems that have proven successful at major events like the 2022 FIFA World Cup and enhanced safety, sustainability, and nationwide urban efficiency.

How did the company come to introduce smart mobility solutions in Qatar?

ELIAS BOU MAROUN We transformed from legacy, hardware-heavy models to seamless, software-driven experiences. One clear example is ticketless, and even gateless, parking. When we first proposed doing away with paper tickets, barriers, or booths, many doubted it could work. Today, the free-flow model reduces congestion on ramps, cuts down on accidents and paper waste, and dramatically improves the customer journey. On the cost side, far fewer staff are needed to run a car park. During the World Cup, we operated large, semi-gated deployments such as the 5,000-space border facility at Abu Samra. Entry was validated against Fan ID and match tickets, and if visitors overstayed the six-hour limit, they automatically received a payment link. That experience proved that digital identity, eligibility rules, and payments could work smoothly on a massive scale. We are now adapting those lessons for curbside premium zones at busy ports.

ABDELRAHMAN AL KHATEEB From the outset, our vision was clear: drive growth through innovation. Our breakthrough came in 2006 with the Asian Games, a milestone

that accelerated both our visibility and momentum. What set us apart was our foresight in adopting intelligent transportation systems (ITS) at a time when the concept was still new in Qatar and the region. Since then, we have supported every major national event, from the Asian Games and Asian Cup 2023 to the 2022 FIFA World Cup. During the World Cup, our efforts ensured smooth and safe traffic operations through adaptive control systems, tunnel management, and intelligent transport platforms. Thanks to Qatar Vision and being part of one of the most successful national development stories in the world, we have been able to deliver our best, achieve unique milestones, and build the credibility to expand across MENA, Africa, and Eastern Europe.

What has been the reception to your digital model from the authorities and the public?

EBM The alignment is strong because our systems deliver the same outcomes as the national priorities of safer roads, smoother traffic, and better data. Reducing curbside dwell times and ramp queues improves the country's image and urban efficiency. The data layer is especially valuable. With consented and aggregated insights, we can see

patterns by vehicle segment, such as how long certain customer groups stay, when they visit, or which zones they prefer, and design better products. Beyond size, our reputation matters: clients know we generate true value and continue to innovate to improve the customer journey.

How does Traffic Tech support Qatar's shift to green mobility and sustainability?

AAK Green mobility is a cornerstone of our strategy. Qatar's deployment of more than 300 EV fast-charging stations is a transformative milestone, and we are proud to support this by integrating EV charging infrastructure into ITS and parking platforms. We are also leading by example, adding electric vehicles to our own fleet and embedding sustainability not just in the systems we deliver but also in our day-to-day operations. Additionally, projects such as Hamad International Airport's energy efficiency upgrades and our contributions to Msheireb's LEED-certified smart district underscore how technology and sustainability can work hand-in-hand to deliver long-term impact.

How is the company refining its large-scale infrastructure operations?

EBM Mawaqif Qatar manages major projects and high-profile sites in different sectors. In healthcare, patients and doctors can now find parking reliably, which supports life-critical services and a better hospital image. In the market, we are delivering AI powered facilities management, advanced wayfinding and parking management. Internationally, we run a complex island resort operation in Africa that entails full facility management, which is logistically demanding. The portfolio diversity gives us cross-domain expertise we can apply quickly.

How do you support the transfer of technical knowledge in line with Qatarization goals?

AAK We actively contribute to Qatarization through educational and training initiatives, sponsoring programs for Qatari engineers and collaborating with Qatar University on research, workshops, and joint initiatives. We also sponsor major local events such as ConteQ Expo 2024 and Milipol, reinforcing our commitment to knowledge sharing and national capacity building. In this way, we ensure that Qatari talent is consistently exposed to cutting-edge technologies and global expertise in mobility. ✖

LIVE MORE

TIVOLI

MOMENTS



Real Estate & Construction

HUMAN-CENTRIC *living*

QATAR'S real estate and construction landscape in 2026 is entering a new era defined by long-term livability, diversified growth, and regulatory modernization. What was once a development cycle driven by urgency and scale has now shifted toward purposeful design, sustainability benchmarks, and integration with the country's evolving socioeconomic narrative. Today, mixed-use districts, community-centered masterplans, climate-resilient construction, and transit-linked urban nodes reflect a sector that is no longer building for expansion alone, but for identity, efficiency, and international competitiveness.

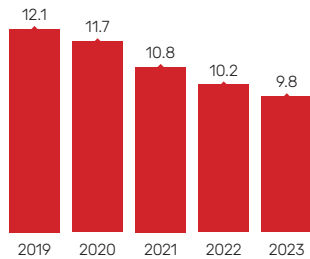
The market is projected to grow at a 7.6% compound annual rate over the next five years, supported by a healthy balance between public infrastructure delivery and increasing private development momentum. These projections were recorded prior to the outbreak of regional hostilities, and the near-term trajectory will depend in part on investor sentiment, construction supply chains, and the broader economic environment as the situation evolves. What distinguishes the current phase is the rise of curated residential destinations and lifestyle-led communities that elevate everyday experience. This is especially evident in the resurgence of master-planned developments such as Al Waab City, led by CEO Abdullah Al-Mehshadi, where real estate strategy has expanded to include smart mobility, human-scale public spaces, and architecture that responds to environmental conditions rather than competing with them. The project illustrates how Qatar's urban form is shifting away from single-use zoning toward integrated living environments that merge retail, residential, leisure, health, and green corridors in a single footprint.

The sustainability dimension is becoming more binding, not optional. GSAS alignment is now expected across assets, and developers are increas-

ingly integrating passive cooling, energy-efficient building envelopes, solar-ready rooftops, and water-recycling systems. Transit-oriented planning continues to advance along Doha Metro's green and gold lines, reinforcing the shift toward urban densification around public transport nodes. Related projects are now incorporating shaded pedestrian avenues, cycle paths, and heat-resilient landscaping to maximize usability year-round. Regulatory modernization remains the backbone of investor confidence. The Real Estate Regulatory Authority (Aqarat) continues to digitalize and streamline property registration and licensing, improving market transparency, reducing transaction time, and enhancing investor protections. Foreign ownership reforms have also expanded access to designated areas, opening the market to global capital and widening the investment channel for long-term residency and commercial participation. These measures reinforce Qatar's strategy to mature its real estate sector into a more globally aligned destination with predictable frameworks and credible governance. The sector's evolution reflects a broader national inflection point: urban development is no longer measured by skyline growth, but by community coherence, environmental performance, investment clarity, and long-term livability. The current period of regional disruption adds a further dimension to this story. Qatar's built environment, its infrastructure depth, its urban planning standards, and its regulatory modernization, now also serve as visible evidence of a nation with the institutional maturity to maintain its development trajectory under pressure. From signature neighborhoods to sustainable waterfronts and digitally managed hospitality zones, Qatar's built environment is becoming the most visible translation of its ambition to create a modern, open, and resilient nation that invites investment while preserving cultural continuity and environmental stewardship. ✖

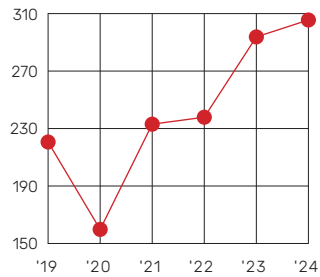
CONSTRUCTION VALUE ADDED (% OF GDP)

SOURCE: WORLD BANK NATIONAL ACCOUNTS



REAL ESTATE TRANSACTIONS (QAR BN)

SOURCE: MINISTRY OF JUSTICE QATAR



BUILDING PERMITS ISSUED

SOURCE: PLANNING & STATISTICS AUTHORITY

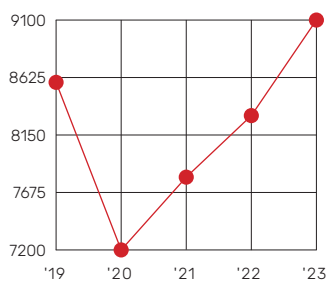


Image: sembler



INVESTMENT *in well-being*

The Ministry of Municipality is transforming Qatar's environmental footprint by shifting to a waste-to-energy circular economy and expanding climate-resilient green infrastructure in line with Qatar National Vision 2030.

Abdullah bin Hamad Al Attiyah
MINISTER OF MUNICIPALITY

With the launch of the Ministry of Municipality's national waste-to-energy plan, how will this transform Qatar's environmental footprint, and how will the ministry ensure cooperation and transparency between the public and private sectors during this transition?

The launch of the national waste-to-energy plan represents a qualitative shift in waste management in the State of Qatar, transitioning from the traditional landfill-based model to a circular economy approach. This shift mitigates negative environmental impacts, such as air pollution and groundwater contamination, while transforming waste into a sustainable source of clean energy. It also contributes to reducing reliance on natural gas for electricity generation, allowing larger volumes to be directed toward export and supporting national revenues, in addition to lowering carbon emissions and improving the country's overall environmental footprint. The Ministry of Municipality has adopted an advanced public-private partnership model based on the design, build, finance, operate, and maintain (DBFOM) framework. This model ensures clarity of roles, balanced risk allocation, and the effective utilization of private sector technical expertise and innovation, while the state retains its strategic and regulatory role. It enhances transparency and accountability through clear environmental and economic performance indicators and regular reports published via government data platforms, thereby reinforcing trust and ensuring sustainable long-term impact. The project also delivers direct economic benefits, including reduced electricity costs, freeing up export-ready natural gas for each megawatt generated, stimulating the recycling sector, and opening new investment opportunities for the private sector in sustainable energy and waste management.

The Ministry of Municipality has expanded green space projects to include 146 public parks and 18 public beaches. What are the priorities for directing investment toward communities facing population growth and climate pressures?

The Ministry of Municipality views green spaces as essential urban infrastructure that supports quality of life, public health, and climate resilience, rather than merely an aesthetic feature. The expansion to 146 public parks and 18 public beaches reflects the state's commitment, in line with Qatar National Vision 2030, to creating a more balanced and sustainable urban environment. Investment priorities focus on achieving spatial equity by directing projects toward areas experiencing rapid population growth and greater climate-related pressures. This ensures fair and convenient access to green spaces for all residents, particularly families and the elderly. The Ministry relies on spatial, demographic, and environmental data analysis to identify areas of greatest need, with the objective of ensuring that parks and public spaces are located within easy reach of residential neighborhoods. The ministry also places strong emphasis on sustainability in design and operation by using climate-appropriate native plants, implementing smart irrigation systems to reduce water consumption, and integrating these spaces into the urban fabric, pedestrian networks, and sustainable mobility routes. This approach generates compounded social and environmental benefits, strengthens community cohesion, improves air quality, and enhances cities' capacity to adapt to climate change, positioning investment in green spaces as a long-term investment in human well-being and urban sustainability.

How will the Ministry of Municipality's

2025 Sustainability Report influence decision-making, resource allocation, and public trust through 2030 and beyond?

The 2025 Sustainability Report reflects an institutional shift toward data-driven municipal governance, with regular disclosures of performance indicators becoming a central tool in decision-making and resource allocation. This approach enables the Ministry of Municipality to direct investments toward the areas and sectors most in need, based on rigorous scientific analysis, and strengthens proactive planning rather than reactive responses to challenges. These disclosures also reinforce accountability through clear, measurable indicators published regularly via open data platforms, enabling the public and researchers to monitor performance and assess impact. Looking ahead to 2030 and beyond, this model strengthens public trust in municipal governance, establishes a more transparent and effective partnership between government and society, and positions data as a shared foundation for building more efficient and sustainable cities. ✖

BIO

Abdullah bin Hamad Al Attiyah started his career with Qatar Petroleum as operations engineer before assuming progressively senior roles at RasGas, the Supreme Committee for Delivery and Legacy, Ashghal, and Qatar Primary Materials Company. Al Attiyah was appointed board member of Qatari Diar Real Estate Investment Company in 2017 and its CEO in 2018. He holds an MSc in chemical engineering from the University of Nottingham in the UK and a bachelor's degree in mechanical engineering from Cardiff University in the UK. Al Attiyah is also vice chairman of Barwa Real Estate, deputy chairman & board member of Katara Hospitality, and board member of Katara Hospitality and board member of United Development Company (UDC).



REFERENCE *point*

Having gained global recognition for environmental excellence, Msheireb Properties is leveraging its proven models and strategic partnerships to replicate sustainable urban projects and become a regional point of reference.

BIO

Ali Al Kuwari is the CEO of Msheireb Properties. He has 18 years of experience in the fields of cost and planning, engineering, and project management. He has successfully implemented many projects in Qatar, including the construction of the Ras Laffan Cracker, LPG Tanks at Mesaieed, QNCC's new fuel gas supply pipeline in Dukhan, the Family Affairs HQ in Doha, and the University of Qatar's multipurpose hall. Before joining Msheireb Properties, he held multiple positions at Technip and spent 15 years at Qatar Petroleum. He holds a bachelor's degree in industrial engineering from the University of Miami and an executive MBA from HEC Paris in Qatar.

Ali Al Kuwari
CEO,
MSHEIREB PROPERTIES

Msheireb Properties has partnered with Cundall to deliver Qatar's first large-scale portfolio decarbonization strategy across its Msheireb Downtown Doha assets. How will this position Msheireb Properties as a leader in sustainable development?

Our partnership with Cundall to deliver Qatar's first large-scale portfolio decarbonization strategy marks a turning point for real estate. This roadmap provides a data-led blueprint to reduce emissions across over 100 buildings in Msheireb Downtown Doha. By aligning with the Science Based Targets initiative (SBTi), we prove that large-scale sustainability remains achievable even in challenging climates. This strategy redefines investment by showing that green assets provide better long-term value, lower operational costs, and higher resilience. What this does for real-estate investment is set a new reference point. Investors now see that long-term asset value is closely linked to carbon performance. By taking this portfolio-wide view, we show that substantial decarbonization is technically achievable and commercially viable. We are also now able to provide detailed emissions data to our tenants, supporting their own sustainability goals. This transparency builds trust and places Msheireb Properties among the leading organizations advancing climate action in the region's environment.

Msheireb Properties has won international recognition with sustainability awards. What strategic value does this global recognition bring to Msheireb Properties?

These awards provide external validation of our approach. Winning the Green Apple Award for the Msheireb Mosque and for Environment Best Practice at Msheireb Downtown Doha, selected from over 700 entries worldwide, shows that our projects are both culturally important and environmentally exemplary. Recognition from the SEAL Awards, which honor leadership in environmental advocacy and sustainable innovation, underscores the measurable environmental outcomes we achieve. Similarly, the Real Estate Asia Awards recognized us for Sustainable Development of the Year and Smart City Masterplanning Excellence. The broader value lies in credibility. When international bodies independently verify our work, it sig-

nals to investors, policymakers, and peer developers that Qatar's model is worth studying and replicating. These awards also attract attention to our tenant portfolio, which now includes global names such as Qatar Airways, Qatar Tourism, HSBC, American Express, Google Cloud, and TikTok. This clustering of innovative businesses within a sustainably designed district shows that environmental responsibility and commercial success go hand-in-hand. For Qatar, this recognition supports our goal of becoming the regional point of reference for how cities should be built.

How is Msheireb Properties building on the success of its flagship district to replicate similar urban models and attract international investment in Qatar's built-environment sector?

Msheireb Downtown Doha welcomes over 16 million visitors annually, with 45,000 people coming through the district each day on average. Our underground car parks handle 800,000 vehicles every year. People choose Msheireb Downtown Doha as a destination for living, working, and leisure. The commercial sector shows remarkable confidence in our model, with 99% occupancy in office space and 96% in residential units. Retail occupancy stands at 79%, with room to grow as we continue curating the right mix of offerings. International recognition has followed, with 14 awards acknowledging our approach to sustainable and smart urban development. We have codified our approach in the Seven Principles, a framework developed with architects and urban planners that combines traditional Qatari aesthetics with sustainable design. This is now documented in our publication, *Building on Tradition – The New Architectural Language of Qatar*, which serves as a reference for how heritage can guide contemporary development. To accelerate expansion, we have entered a strategic partnership with Qatar Investment Authority, which has acquired a 49% stake in Msheireb Properties. This partnership, with Qatar Foundation retaining majority ownership, provides the capital and mandate to fast-track new smart, sustainable urban projects within Qatar, always applying the same human-centric focus that has delivered these results. ✖



PEOPLE *first*

Al Waab City is a fully private master-planned community in Qatar that aims to become a human-centric residential district focused on walkability, community-scale retail, and long-term livability.

Abdulla Al-Mehshadi
CEO,
AL WAAB CITY

Could you outline the project's vision, defining moments, and how it is positioned within Qatar's urban landscape?

Al Waab was once a single lush farm surrounded entirely by desert, owned by the late Sheikh Nasser bin Khalid Al Thani. There were no paved roads, just sand tracks leading to Doha. The decision by the heirs of Sheikh Nasser was not to sell land parcels separately, but to preserve the legacy by converting the farm into a cohesive master plan. Unlike projects backed or initiated by state entities, Al Waab City remains entirely private, which is rare in Qatar at this scale. It stands as the largest privately led master community in Al Rayyan Municipality. The vision has always been to create a neighborhood built on human comfort and daily functionality. This is a place designed for living, for families, for children to bike, for elderly residents to walk comfortably. Shaded corridors, pedestrian networks, and balanced proportions define its structure. It is not meant to be Doha's next retail spectacle nor a tourism lure; its value is residential continuity and community rhythm.

What does Al Waab City offer at this stage of delivery?

The office complex along Salwa Road was delivered first, followed by the villa district, with almost-full sales completion on the freehold villas and about 97% occupancy on rental villas. Demand has been consistent from families seeking spacious housing formats with privacy and neighborhood integration. Six residential towers are currently advancing toward completion, forming the first cluster within a plan that will eventually include 10. These will be supported by the community mall. This mall shifts Al Waab from concept to fully serviced neighborhood.

How do you describe your retail approach amid Qatar's recent commercial expansion?

Qatar overbuilt the luxury segment relative to its actual consumer base. Even the most affluent residents often prefer to shop abroad; not just for merchandise, but for the experience of reclaiming tax refunds and

feeling part of a global retail universe. No economy can sustain daily luxury consumption. Community-scale retail, however, is necessary and timeless. That is the logic behind our offering: casual, practical, comfortable, and appropriately priced. Retail must adjust not only to demographics, but also to behavioral shifts. Globally, e-commerce equaled brick-and-mortar volume by 2022 and continues to rise. Heavy mall formats with high operational costs will struggle if they cannot adjust. Our approach is to avoid that trap altogether.

How do recent regulatory measures support your strategy, particularly regarding foreign ownership and investor clarity?

We have been in direct dialogue with the authority from the first day. The most decisive development will be formal designation of Al Waab as eligible for non-Qatari ownership. Once foreign ownership becomes possible, liquidity and demand expand instantly. Today, the regulatory map remains split: municipality planning, justice procedures, and registry functions are still operating separately. If all flows are consolidated under one entry point, investors will finally feel the simplicity Qatar intends to offer. The direction is correct, though the pace requires acceleration.

What are your key priorities to strengthening Al Waab City's position as one of Qatar's most attractive real-estate destinations?

Retail leasing must reach around 70% for doors to open; we are currently at 50%. Non-Qatari ownership approval will dramatically shift investor appetite. Once operations begin, hospitality partnerships, remaining tower financing, and plot sales will move forward. The more we open, the faster momentum compounds. Qatar must move from build-and-expand into service-and-attract. Business establishment rules and residency pathways must become easier. Qatar has the image, the ambition, and the infrastructure, but timing remains the missing component. It would be better for progress to accelerate because leadership wills it, not because crisis forces it. ✖

Largest private master plan in Al Rayyan,

80k

projected residents when fully completed

Retail opening expected by mid-2026 with a signing target of

70%

BIO

Abdulla Al-Mehshadi has many years of CEO-level experience. He is the CEO of Al Waab City and has held several other leadership positions.

He previously served as CEO of Msheireb Properties, maintenance manager of Qatar Fertilizer Company, consultant to the minister of environment, and managing director of Private Engineering Office. He was involved in several major projects in oil and gas sector such as Qafco 4 expansion and Urea 1 and Melamine projects.

In addition to his bachelor of engineering degree in mechanical engineering from the University of Huddersfield in the UK, Al-Mehshadi earned an Executive MBA from HEC Paris, Qatar, an executive MBA in leadership and innovation from Georgetown University in the US, and a doctor of business administration from the Paris School of Business, France.



SUPERIOR *offerings*

JRE's strategy has been to position itself as a consultant, guiding clients based on lifestyle requirements, family needs, school proximity, and community compatibility.

Nasser Al-Ansari
CHAIRMAN,
JUST REAL ESTATE (JRE)

Expanding into Iraq, Saudi Arabia, Syria, and Libya

JRE projects Qatar's real estate rebound by the end of 2026

How does JRE manage its portfolio to capitalize on current demand while ensuring long-term value and sustainable growth in the Qatari market?

Qatar's real estate market is undergoing a structural transition, moving away from speculative cycles toward a more regulated, lifestyle-driven, and institutionally aligned model. While international market reports often present conflicting narratives, the most reliable indicators continue to come from official sources such as the Real Estate Regulatory Authority (Aqarat) and the Ministry of Justice, which record actual registered transactions. One of the most visible shifts in the residential sector is the growing demand for compound villas, particularly following regulatory changes that allow non-Qataris to purchase villas across most areas of Doha. In many cases, these villas are priced 10-20% lower per square meter than comparable apartments in Lusail or The Pearl, while offering superior lifestyle value. As a result, this segment has emerged as one of the fastest-growing areas of demand, especially among families and long-term residents. Buyer preferences have also evolved markedly since the World Cup delivery cycle. Today's end users place greater emphasis on functionality, community planning, and quality of execution. Market feedback indicates that more than 70% of buyers now prioritize efficient layouts, storage, and livable spaces over headline unit size. Features such as private pools, basements, landscaped common areas, and high-end finishes are increasingly considered standard rather than premium. Qatar's broader economic fundamentals continue to support this shift. Expansion in the energy sector, particularly LNG, alongside growth in technology, logistics, and professional services, is attracting a stable base of skilled expatriates and regional professionals. Combined with world-class infrastructure, healthcare, and free-zone regulations, Qatar remains one of the most stable residential markets in the region.

How will the new regulatory framework influence market stability, pricing trends, and the overall balance between supply and demand in Qatar's real estate sector?

The introduction of Aqarat represents a turning point for Qatar's real estate sector. Mandatory developer registration, licensing, and project compliance re-

quirements are raising industry standards and removing unqualified operators from the market. One of the most significant measures is the requirement for escrow accounts, ensuring that 100% of buyer payments are ring-fenced and used exclusively for construction. These reforms are expected to improve the consumer confidence index and reduce project risk, paving the way for greater institutional participation. Mortgage penetration in Qatar currently remains below 20% of residential transactions, compared to 50-70% in mature markets, highlighting significant room for growth once regulatory frameworks fully mature. As confidence increases, banks are expected to expand lending, supported by improved visibility and legal protection. Interest rate trends will also influence market momentum.

How does JRE view the role of international partnerships and branded developments in its portfolio strategy?

Branded residential developments continue to outperform the broader market in terms of pricing and value retention. While the national average residential price in Qatar ranges from QAR15,000-16,000 per sqm, JRE has successfully transacted branded units at QAR32,000 per sqm, with select penthouses reaching QAR45,000 per sqm. Approximately 60% of buyers in these developments are international high-net-worth individuals, reflecting Qatar's growing appeal as a long-term lifestyle and capital-preservation destination. However, branded developments must be carefully localized. These projects are designed for ownership rather than short-term rental yields, emphasizing long-term returns and quality of life. Locally, JRE continues to assess opportunities in The Pearl and Simaisma, both of which now permit full ownership for non-Qataris. Internationally, JRE is expanding into Saudi Arabia, Iraq, Syria, and Libya, markets characterized by strong underlying demand and relatively low institutional supply. In Saudi Arabia, through Octagon International Qatar, the group is actively exploring build-operate-transfer and concession-based models across infrastructure, power, oil and gas, and mixed-use developments. These structures are increasingly favored as governments seek to attract private-sector capital and expertise. ✖

BIO

Nasser Al-Ansari is a key driver businessman in Qatar's economy diversification. Graduating with a degree in civil engineering from the University of Miami, Al-Ansari later pursued an executive MBA degree at HEC Paris. His extensive experience includes prominent positions such as CEO of Qatari Diar, chairman of QDVC, and assistant under the secretary ministry of municipal affairs. He has established companies such as Octagon International Qatar and Just Real Estate Company.

BUILDING *on* *restructuring*

Sheikh Hamad Al Thani
CEO,
MAZAYA

Mazaya is a leading Qatari public shareholding company, operating with Shariah-compliant investments in long-term projects and specializing in real estate investment and development.



What factors have recently driven Mazaya's strategic direction?

In Qatar, the main economic engine remains hydrocarbons. Between now and around 2029-2030, we are set to continue increasing natural gas production, which will significantly boost GDP, government revenues, and budget surpluses, giving the state more capital to invest locally and abroad. Diversification will continue through those international investments, but the core growth story for the next few years is still gas. The market is stable, with slight YoY growth. Residential demand is healthy, commercial is improving, and retail and hospitality is stable. But to trigger the next major growth phase, we need a new catalyst, whether that is population growth, tourism, or a major event. Without that, we will stay in this steady state.

What specific sectors does Mazaya consider having the greatest potential for Qatar's economic growth?

Creating 100,000 to 150,000 new white-collar jobs would be a meaningful step for Qatar, even if smaller in scale than Saudi Arabia or the UAE. To achieve this, Qatar must carve out niches in sectors like finance or specialized industries and remain competitive. That requires action. First, deregulation and more streamlined processes to make the business environment more attractive. Second, a clear, state-led strategy for private sector growth, similar to China's automotive model or Singapore's focus on asset management, which leveraged local strengths to build global industries. Qatar could adopt this approach in areas such as pharmaceuticals, pairing deregulation with government off-take agreements and specialization in niche products. The same applies to manufacturing: the key is identifying advantages rather than competing broadly. Attracting smart capital and expertise, not just investment, will create ecosystems that draw in competitors and talent. This demands targeted policies, incentives, and partnerships to ensure sustainable, strategic growth.

How does Mazaya assess the introduction of new regulatory frameworks and the current collaboration with banks?

The Real Estate Regulatory Authority and the Ministry of Justice have introduced robust safeguards for

property buyers, including the issuance of interim title deeds for units under construction. This is a welcome development that enhances transparency and buyer protection. However, implementation remains complex. Developers and banks are still adapting to the new regulatory framework, which was only recently introduced. A key challenge lies in financing: historically, off-plan sales depended on bank financing, but current regulations do not allow this. The shift affects capital structures, potentially pushing prices higher or reducing the number of new projects in the short term. While this is ultimately positive for buyers, developers will need time and regulatory flexibility to adjust to the new environment. On the demand side, population growth in Qatar is not rapid, but it is steady. While headline population figures may not show dramatic increases, white-collar job growth continues to support demand for quality housing. At the same time, much of the city's existing building stock is aging. Many areas developed during the early 2000s boom will reach 30 years of age within the next decade, making them less competitive compared to new, well-planned projects in areas such as Lusail. This natural aging will create replacement demand even without a population surge. The result is a more stable, quality-driven market: while growth may not be explosive, there remains consistent demand for well-designed, modern developments.

What makes Mazaya's projects attractive to buyers today and how does your pipeline look in 2026?

We design carefully. We prioritize layouts, quality, and finding the right balance between location and price. Our sales rates speak for themselves: the two projects we currently have, are consistently above 80% sold. Buyers can experience the quality early on, which helps convert interest into sales. We are moving from a build-to-rent model to also include build-to-sell projects. Our priorities remain consistent: build on the restructuring, strengthen development, and grow our service businesses. Residential remains our core, but we are also in education and retail. On the service side, we are expanding into property management and serviced residences. Traditional hospitality isn't a focus right now, but serviced apartments and property management are areas we find attractive. ✖

Key reforms:
deregulation and
clear state-led
private sector
strategy

Target: 100,000-
150,000 new white-
collar jobs to boost
economy

BIO

Sheikh Hamad Al Thani holds a bachelor's degree in business administration from Heriot Watt University and a masters in strategic business unit from HEC Paris. He currently serves as a board member of both Milaha and the Qatar Gas Transport Company Ltd (NAKILAT).



Khalifa Jameel Al Majed
GROUP CEO,
TAAMEER GROUP

What does your diversified portfolio reveal about evolving buyer demand across asset types and the mix of local and international investors in Qatar?

Buyer demand varies significantly across asset classes, and our portfolio is structured to reflect that. Investment-focused projects such as La Mer attract long term investors through hotel operated apartments, while office developments appeal to buyers seeking premises for their own businesses, and residential projects cover a wide range of needs from studios to high end units. Each project is carefully positioned to match location specific demand while maintaining high construction standards and long-term value. At the same time, our buyer base has evolved from being primarily Qatari to increasingly international, with around 50-60% of buyers now coming from Europe, Africa, and Asia. This shift has been supported by regulatory changes and an active international marketing strategy, including exhibitions and roadshows that promote both our projects and Qatar as an invest-

ment destination, allowing us to build trust and attract a diverse global investor base.

What priorities will guide TAAMEER growth over the next years?

Our focus from 2026 onward is on expanding into new markets while continuing to strengthen our position in Qatar. We are targeting high-growth regional markets across the GCC and wider region, alongside selective international expansion. In the next five to 10 years, we aim to export our luxury development concept internationally, while also transferring our expertise and teams to these new markets. At the same time, we will continue to deliver projects locally, ensuring that our international expansion is built on a strong domestic foundation. We are also exploring opportunities in Egypt, Morocco, and Spain, including cities such as Málaga and Madrid. In addition, we own and manage assets in the UK. In Oman, we are finalizing a major development in Salalah, which will be announced in 2Q2026. This project covers approximately 2 million sqm and will include hotels, villas, schools, hospitals, and full community amenities. Beyond delivering projects, we aim to support collaboration within Qatar and help local investors and partners expand internationally through the TAAMEER platform. ✖



Hesham Al Emadi
CEO,
WEST WALK

What strategic vision has contributed to West Walk's success within Qatar's real estate landscape?

West Walk brings all key components of a real estate ecosystem into one medium-sized development: residential units, hospitality, offices, medical services, retail, dining, and a pedestrian-focused lifestyle experience along the Walk. This balance is unique because many projects in Qatar are either large developments or traditional malls. West Walk is more like a mini city. We incorporated outdoor cooling technology, which allows visitors to enjoy the Walk comfortably throughout the year. Our strategy was to position West Walk as a medium-class, casual, community-centered destination, neither luxury nor mass-market, supported by a carefully curated mix of strong local brands and complementary international concepts. Location was also a major strategic decision. We selected a high-traffic, well-populated area close to the airport, major residential zones, and educational hubs

away from the concentration of developments in the north. That decision positioned us as both a community destination and a citywide attraction.

What opportunities are you exploring for expanding the West Walk concept or new developments across the GCC?

We are always exploring new projects, both in Qatar and across the GCC. West Walk is one of our products, and we have developed many other concepts over the years, including business parks, data centers, residential projects, hotels, branded apartments, and mixed-use developments. If we replicate West Walk, it would likely be adapted to the local market. Qatar's lifestyle segment today is saturated, so any new project here would have a distinct concept, unique location, or niche focus. Regionally, we are evaluating opportunities in Oman, Saudi Arabia, Kuwait, and beyond. We are in discussions with several partners to identify the right land and the right product for each market. We have already delivered branded hospitality and residential projects with well-known operators. Depending on the market, we may introduce new branded concepts, lifestyle experiences, or mixed-use spaces. Every market requires a tailored approach. ✖

BIO

Hesham Al Emadi is a successful businessman who has held a number of key positions in the real estate, investment, and energy industries. He is a shareholder and Vice Chairman/CEO of Al Wessil holding, a board member of Gulf Islamic Investment, and the chairman of Uranus Real Estate Development Company. With over 21 years of experience in competitive and challenging sectors, Hesham's expertise includes managing global development companies, financing, investment negotiation, conceptualizing and executing multi-billion-dollar projects. Hesham spearheaded the establishment and creation of Energy City Qatar (Al Wessil), and was also part of the team that established First Energy Bank in 2008.



INSPIRING *excellence*

Retaj Group has established a strong footprint in Qatar's real estate and hospitality sectors, with a diverse portfolio spanning residential, commercial, and hospitality assets.

Sheikh Nayef bin Eid Al-Thani
CHAIRMAN AND MANAGING DIRECTOR,
RETAJ GROUP OF COMPANIES

How has your strategic vision evolved in recent years to balance domestic priorities with international expansion, and what core principles guide this evolution?

Our strategic vision has significantly evolved from solidifying our position locally in support of Qatar National Vision 2030, to exporting our brand to become the 'Ambassador of Qatari Hospitality' worldwide. Today, we are proud to be the only Qatari brand managing and operating properties both inside and outside Qatar, with a growing total portfolio valued at approximately QAR36 billion. This encompasses 34 hotels across 10 countries, alongside the management of 90 mixed-use buildings offering a total of 15,000 keys. The core principle guiding this expansion is preserving our identity while seamlessly integrating it with the highest international standards. We do not expand merely for the sake of footprint; we build strategic partnerships in promising markets, as demonstrated by our recent management agreements in Saudi Arabia, Egypt, Oman, Jordan and Georgia. We are moving confidently toward our ambitious goal of reaching over 50 hotels by 2030, all while ensuring we respect and maintain the local identity of every project we undertake.

How can a home-grown operator like Retaj Hotels & Hospitality continue to support Qatar's long-term goals?

To support Qatar's diversification, we must shift the focus from the physical building to the 'hospitality soul' of the property. At Retaj, we believe the true value of an asset is unlocked through our mission: inspiring excellence in hospitality for the Retaj Fam-

ily. We contribute to Qatar's goals by taking premium assets and bringing them to full operational maturity. We champion hospitality-led asset management, as an asset only reaches its full investment potential when backed by a management model that ensures world-class service and a true sense of home. By creating high-yield assets that offer stable returns for investors and a premium lifestyle for global talent, we ensure that every property we manage serves as a high-performing engine for Qatar's tourism economy.

How is Retaj innovating its service and asset management offerings to meet evolving client expectations?

We have moved far beyond the traditional concept that hotel operation or property management is merely a post-construction phase. Our greatest innovation at Retaj has been merging the two arms of our group—Retaj Hotels & Hospitality and Retaj Real Estate—to operate as a single, unified ecosystem from the initial concept and planning stages right through to daily operations. Managing a massive portfolio of 1,500 keys has given us unparalleled insight into what today's clients want. They seek a comprehensive lifestyle experience. To meet these evolving expectations, we have embedded innovative hospitality solutions directly into our real estate and mixed-use projects. Ancillary services are no longer secondary; they are the core of the asset's value. By offering hotel-style services, top-tier security, concierge, and luxury amenities within residential and commercial complexes, we ensure higher investment returns for own-

ers and an exceptional daily experience for residents and guests.

Have you noticed an increase in interest from global investors looking to partner with you for hospitality opportunities abroad?

Absolutely. As our brand recognition grows globally, we have started receiving significant inquiries from international investors who are not only looking for us to manage their existing properties, but are also asking us to identify and source new investment opportunities for them including hotels, high-end real estate developments and landmark malls. They trust Retaj to find the right hotel assets, conduct deep feasibility studies, and ensure a strong economic return on investment. This trend demonstrates that the market views Retaj as more than just an operator; we are seen as a strategic partner capable of identifying high-value opportunities. We are now actively evaluating several international prospects where we can guide the investment from the start and implement our unique 'Retaj Family' management model to ensure sustainable success for our partners. ✖

BIO

Sheikh Nayef bin Eid Al-Thani is the Chairman of Retaj Group of Companies, and holds a master's degree from AASTMT in Cairo. He is also a member of the board of directors in several companies in Qatar.

GLOBALLY BENCHMARKED *and locally grounded*



Elie Deeb
REGIONAL MANAGING DIRECTOR,
DG JONES

DG Jones & Partners has been in Qatar since 1972, playing a pivotal role in the country's development.

BIO

As the Regional Managing Director of DG Jones and Partners, Elie Deeb brings over three decades of experience, driving operational excellence, strategic growth, and brand value, while strengthening the company's competitive position across diverse sectors and regions worldwide. A trusted leader and advisor, Deeb is known for his strategic vision and hands-on approach, with expertise spanning all aspects of project management, contracts and risk management, dispute resolution, and forensic analysis. His collaborative leadership style fosters strong relationships with private and government stakeholders, whilst ensuring successful outcomes and long-term partnerships. With a strong academic foundation in project management, construction law, and business management and economics, he blends theoretical knowledge with extensive industry experience to ensure that the company remains at the forefront of the global construction consultancy industry. His commitment to team development ensures a thriving environment where talent excels, and results are consistently delivered.

How is your advisory practice adapting as Qatar shifts from infrastructure catch-up to regional leadership in construction?

As Qatar moves from rapid infrastructure delivery into a phase of regional leadership, our advisory practice has shifted from short-term delivery support to long-term value creation. We now embed measurable ESG and lifecycle targets at the project brief stage, so carbon, water and resilience outcomes are treated as commercial drivers rather than compliance items, aligning directly with the priorities set out in Qatar's National Development Strategy. Practically, that means lifecycle costing and whole-life risk are standard inputs to our cost plans and procurement advice, and we use LCA and lifecycle cost analysis to make the business case for higher-performance façades, renewables, and circular-economy choices, recognizing the industry is still scaling these practices across Qatar. We are also accelerating a digital-first delivery model: BIM, digital twins and cloud collaboration are embedded into our commercial and contract frameworks so decisions are driven by live asset data, disputes are reduced, and in-use performance can be measured and optimized. That digital assurance is a core enabler of Qatar's smart-city ambitions and helps make projects investable for global capital, ensuring continuity even amid regional disruptions. Finally, we are converting our local legacy into scalable capability, packaging advisory, training through DG Jones Academy, and ongoing asset-performance retainers so clients move from one-off handovers to continuous optimization.

How are you leveraging DG Jones' long legacy as Qatar pursues new global ambitions in real estate and urban development markets?

"DG Jones & Partners has been in Qatar since 1972, playing a pivotal role in the country's development."

Our Qatar operation has been part of the country's evolving construction journey for decades, and that legacy gives us a unique vantage point as the country pursues new global ambitions in real estate and urban development. We are leveraging our deep local insight, understanding the regulatory frameworks, procurement practices, and cultural context to provide clients with international best practices also tailored to local conditions: "Globally benchmarked and locally grounded." Simultaneously, we are leveraging our proven Qatar mega-project track record to assure international investors and developers that their projects will meet world-class standards while remaining viable in Qatar's context. Our advisory practice integrates sustainability, lifecycle costing, and digital innovation, ensuring that projects align with Qatar's climate goals and smart city vision. Our enduring presence in the market allows us to function as a bridge: translating Qatar's national vision into strategies that resonate with global capital markets and international partners.

How are you contributing to skills development and local talent pipelines as Qatar deepens its global ambition in the built-environment sector?

Our DG Jones Academy along with our "Future Makers Program" are strategic engines for Qatar's talent pipeline. We build curricula tailored to national priorities, like BIM and digital twins, carbon accounting and lifecycle costing, in-use asset optimization,

and ESG reporting so graduates arrive ready to deliver on smart-city and mega-project briefs. We combine classroom learning with work-integrated placements on live projects, so trainees gain practical experience from day one. That on-site exposure accelerates competence and creates a direct pathway from training into project teams and operations. We also partner with international universities, technical colleges,

and international accreditation bodies to ensure qualifications are recognized and portable across the region. To support Qatariization, we run targeted scholarships, women-in-construction initiatives, and mentorship programs that remove barriers and improve retention. On the technical side, we mandate digital handover standards and teach FM data literacy so new professionals can close the common data gap be-

tween construction and operation. Beyond initial training, DG Jones Academy delivers ongoing professional development and performance coaching, tracking outcomes via placement rates, asset-performance gains, and whole-life cost reductions. By turning decades of local experience into a scalable skills engine, we supply the workforce and capabilities required to build, operate, and export world-class urban development. ✖



DG JONES
D G J AND PARTNERS



INTERVIEW

**BIO**

Sheikh Ali Bin Hamad Khalid Al-Thani is the President of HBK Contracting Company, one of Qatar's leading construction and infrastructure firms. He holds a bachelor of science in civil & environmental engineering from the University of Colorado, USA, and brings decades of leadership experience in engineering, project management, and large-scale construction delivery. Under his guidance, HBK has grown into a trusted partner for landmark projects across Qatar spanning from highways, stadiums, commercial complexes, industrial facilities, and energy-related infrastructure.

Sheikh Ali Bin Hamad Khalid Al-Thani
PRESIDENT,
HBK HOLDING

How would you assess the resilience and growth of HBK Holding?

HBK is one of Qatar's oldest construction companies, with more than 50 years of growth that mirrors Qatar's transformation. We began with civil works for the oil and gas sector and expanded as the state invested in schools, hospitals, roads, and public infrastructure. Early oil and gas experience set rigorous safety and quality standards that prepared us for high-end projects such as hotels, hospitals, and complex mixed-use developments, often delivered through direct contracts without international partners except where specialized capabilities added value. As the country pivots to sustainable development and economic diversification, we see HBK as an enabler of that agenda. Our mission is to deliver world-class construction solutions that advance Qatar's sustainability and diversification. Our vision is to be a trusted partner in nation-building through engineering excellence, innovation, quality, and safety. With a portfolio spanning infrastructure, commercial, residential, industrial, and energy projects, HBK Holding leverages vertically integrated subsidiaries for true end-to-end delivery. Three

operating principles guide us: experience and scale; an integrated model of in-house materials, equipment, and services; and innovation and people.

With the government focusing more on PPPs and design-and-build projects, how is HBK preparing to take on these more complex and high-risk contracts?

Design-and-build is reshaping the industry because it shortens the time to delivery, though it also transfers more responsibility to contractors as requirements evolve during design. Managing that requires strong front-end technical capacity, not only execution muscle. We have increased our design, engineering, and smart-building capabilities, integrating IT and automation into the heart of projects instead of treating them as external additions. Hospitals illustrate this point: medical technology advances quickly, and requirements can change mid-project. We have completed several hospitals on a design-and-build basis, including a 400-bed facility for the Ministry of Defense. These experiences help us identify risk early, structure design decisions, and maintain momentum. Our approach to PPP-style work starts with rigorous evaluation. We study client requirements, feasibility, and long-term strategic value. Risk management is embedded, from financial stability to supply-chain resilience and workforce readiness. ✘

**BIO**

Ibrahim M. Jaidah is an award-winning architect known for delivering world-class projects. He graduated from the University of Oklahoma in the US and acquired AEB in 1991. In his professional career, he has overseen the completion of hundreds of projects, making AEB one of the influential firms in the region. His passion for vernacular architecture resulted in several publications, such as *The History of Qatari Architecture 1800-1950* (2010), *Qatari Style* (2019), and *Discovering Arabian Deco* (2023).

Ibrahim M. Jaidah
GROUP CEO AND CHIEF ARCHITECT,
ARAB ENGINEERING BUREAU (AEB)

How will Qatar unlock the next wave of growth in its real estate and construction sector following a decade of intense development?

Qatar has grown at a healthy pace, and the World Cup accelerated infrastructure that was originally targeted for 2030. Today, the focus is on strategic growth levers. The government is encouraging new investment, particularly in tourism, and prioritizing regional visitor flows, most notably from Saudi Arabia, where the monthly arrivals to Qatar are already substantial and rising. Connectivity improvements such as the announced causeway projects and plans for the rail link between Doha and Riyadh, will further stimulate both business and domestic tourism. Qatar continues to attract major international events, which brings continuous activity across hospitality, F&B, and retail. This builds momentum without requiring another single "mega" catalyst of the scale of the World Cup. Tourism is

emerging and reflects the regional visitor profile and Qatar's identity. The country also hosts a full calendar of major sporting, business, and cultural events. Week after week, there are international conferences, exhibitions, and championships.

What priorities will guide AEB's future direction?

Growth is returning. We already see new projects announced in transport connectivity and water-front development, including the next phases of Lusail. The region's integration will strengthen business and tourism flows, which will benefit everyone. For AEB, the future will continue to focus on what we do best: high-end hospitality, cultural institutions, and premium residential projects, supported by technological excellence and strong partnerships. Qatar and the wider Gulf are still at the beginning of a major shift in how cities and experiences are designed. We are excited to contribute to this next phase. Our work has taken us to Europe, North Africa, and Asia, and we will continue to pursue selective opportunities internationally. However, the most exciting growth lies here in the region. ✘



GROWING *to build value*

SHELTER Group was established in 1972 with a clear and enduring vision: to build projects founded on trust, uncompromising quality of delivery, and long-term client satisfaction.

Elie Tannouri
CHAIRMAN,
SHELTER GROUP

What key milestones define your leadership position within Qatar's market today?

Our journey at SHELTER Group spans more than five decades and has always been guided by a clear conviction: to build with purpose, permanence, and responsibility. What began in a very different era has evolved into a diversified international group, yet our founding principles remain unchanged: quality, integrity, and trust. We grew deliberately, never chasing volume at the expense of standards. When we entered the Gulf in the mid-1970s, first in the Emirates and later in Qatar, these markets were still defining their future. Districts such as The Pearl and Lusail were only concepts. Being present at that stage allowed us not only to participate in their growth, but to help shape their identity. Trust has always been our most valuable currency. It enabled us to integrate the full value chain under one group structure, from design and construction to development, manufacturing, and facility management. This integration allows us to deliver certainty, consistency, and long-term value across every project we undertake. As we expanded, we understood that building is only part of our responsibility. Preserving and operating assets over time is equally critical. This belief led to the creation of our facility management division and the Shelter Academy, institutions designed to protect quality, transfer knowledge, and ensure continuity across generations.

How is SHELTER Group integrating sustainability standards such as GSAS and LEED?

For us, sustainability is not a trend; it is a long-term commitment. For more than 14 years, we have embedded GSAS and LEED principles into the way we design, build, and

operate our projects. Our vision goes beyond compliance. We focus on lifecycle performance, water efficiency, and responsible material selection. By manufacturing key materials locally, including concrete, aluminum, glazing, and woodworks, we reduce environmental impact while reinforcing quality control and resilience. This approach aligns naturally with Qatar National Vision 2030 and reflects our belief that truly sustainable projects are those that remain relevant, efficient, and respectful of their environment for decades to come.

How does SHELTER Group approach entering new markets?

Our international presence reflects discipline rather than ambition alone. Today, SHELTER Group operates across Qatar, Lebanon, Rwanda, Saudi Arabia, the UAE, Uganda, and Italy, each market chosen with intent, preparation and long-term commitment. We enter new geographies only when governance frameworks, partnerships, and long-term fundamentals are aligned. Sometimes this means beginning with a single landmark project; at other times, it requires years of study and local engagement before any commitment is made. We believe that sustainable expansion is built on trust, cultural understanding, and institutional stability. Growth without these foundations is not ambition; it is exposure. Our responsibility is to enter markets as long-term partners, not short-term participants.

Looking ahead, what goals have you set for the Group?

SHELTER Group is a family business in spirit, but an institution by design. With more than 20,000 workers and over 5,000 profession-

als, we operate under structured governance and merit-based leadership. The next generation is fully engaged, bringing expertise across engineering, architecture, and management disciplines. Continuity, however, is not guaranteed by succession alone; it is secured through governance, shared values, and accountability. Looking forward, we see strong potential in emerging markets that require reliable partners and long-term commitment, particularly across Africa. Our ambition is not to grow everywhere, but to grow where we can build lasting value. Ultimately, our role is to create institutions, not just projects, and to leave behind a legacy defined by trust, responsibility and permanence. ✘

BIO

Elie Tannouri is the Founder and Chairman of SHELTER Group and ET Holding. From its early beginnings, SHELTER Group has grown under his leadership into a fully integrated international group operating across the Middle East, Africa, and Europe. For more than five decades, Tannouri has remained guided by strong values that continue to define the group's culture and reputation. He has consistently emphasized reliability, accountability, and excellence in execution, ensuring that every project reflects the commitments made to clients. Tannouri's leadership philosophy prioritizes long-term value over short-term growth, positioning SHELTER Group as a trusted, multi-generational organization recognized for its stability, credibility, and enduring partnerships.

Discover a New Standard of Luxury in the Heart of West Bay



THE

BENTLEY
LUXURY SUITES & APARTMENTS



The Bentley Luxury Hotel & Suites
Doha - Qatar



Omar Bahgat
SENIOR VICE PRESIDENT /
REGIONAL MANAGER,
ENGINEERING CONSULTING GROUP
(ECG)



Bilal Yamak
GENERAL MANAGER
QATAR CONSTRUCTION TECHNIQUE
COMPANY

CONTRACTORS

The World Cup provided a flurry of construction activity in Qatar, but the companies that survive today are those with a solid business strategy and proven reputation for success.

How does the company use technology to improve efficiency and planning outcomes?

OMAR BAHGAT ECG applies a “design by operation” philosophy so every project is conceived with its full lifecycle in mind. As we work on projects of the future, we embed “digital twin readiness” from the earliest design stages. This strengthens efficiency and planning by reducing lifecycle risks and enabling data driven decisions long before construction. Lean management is also implemented by ECG teams supported by digital tools to streamline delivery and eliminate wastes including time, resources, and rework. Digitized workflows and standardized processes enable faster and more accurate collaboration across disciplines. This leads to predictable schedules, lower overhead, and consistently higher project quality. We apply the real principles of smart cities by defining project targets and assessing current conditions from the start. This lets us craft a strategy that connects the project’s present state with its future aspirations. It is a blend of engineering logic and technology, aligning what must be done with the smartest way to do it.

Clients are increasingly interested in applying these technologies and seeing their value.

BILAL YAMAK As a specialized contractor, our role is to solve problems, not just build. That means staying up to date with innovations and engineering solutions. We are constantly in touch with top international chemical construction companies to bring the latest materials and methods to our clients. Much of our work involves complex refurbishment and strengthening projects, which require detailed design, value engineering, and cost-effective execution. In both public and private sectors, we are increasingly asked to rehabilitate aging structures, especially as Qatar’s building stock matures. R&D is critical to delivering safe, sustainable, and economical solutions in those environments. Certifications are essential, particularly when working with clients such as Ashghal or QatarEnergy, where compliance with global standards is non-negotiable. We have invested in multiple ISO certifications, not only to meet client requirements, but also to go beyond them. For us, these are not just stamps of approval; they reflect our commitment

to excellence and operational discipline. We believe certifications enhance trust, improve quality assurance, and keep us aligned with international best practices.

What are the company’s priorities for expansion and potential partners in new markets?

OB ECG’s expansion strategy today is guided by selectivity, specialization, and strategic partnerships. ECG’s priority is not only to expand geographically, but to adapt organizationally by investing in digital capabilities, strengthening partnerships, and building specialized teams.

The company is deliberately shifting toward landmark and major developments, prioritizing large-scale infrastructure, airports, smart cities, and comprehensive master plans where integrated developments and mega urban schemes are gaining momentum in the region. With increasingly compressed schedules and rising technical complexity, the pressure on qualified professionals is intensifying. This reality is directly influencing potential expansion strategies; to ensure sustainable growth supported by the right human capital. In short, ECG’s expansion priorities are centred on quality over quantity, strategic collaboration, technological specialization, and disciplined growth; ensuring the company remains competitive and resilient in a demanding and rapidly transforming Middle Eastern market.

BY Qatar’s development over the past two decades has been remarkable. From the airport and metro to tunnels and bridges, the country has built world-class infrastructure. We were part of many of those projects and gained invaluable expertise. That experience is now being noticed by other governments in the region. We see ourselves not just as a construction company, but as a conduit for exporting Qatari technical know-how. We want to deepen our footprint in oil and gas, expand our specialties in construction, and take Qatari expertise to new markets. Qatar remains our home and primary focus, but the experience we have built here gives us the tools to grow abroad. As long as we continue investing in talent, innovation, and strategic partnerships, we are confident QCTC will remain a key player in Qatar’s evolving economy and, increasingly, in the region as well. ✖

BEYOND *the Final Whistle*

The World Cup was a prime opportunity for Qatar to build legacy, an objective that has taken the form of steel, concrete, and glass.

QATAR'S hosting of the 2022 FIFA World Cup was undeniably prestigious in its own right. Yet, more importantly, once secured, it prompted an infrastructural and urban recalibration that continues to resonate across the economy. TBY spoke with Sheikh Ali Bin Hamad Khalid Al-Thani, president of HBK Holding, one of Qatar's most seasoned construction companies with over half a century of growth alongside the nation itself. "The FIFA World Cup period was a defining phase," Al-Thani explained, "despite global logistics disruptions and COVID-19, we simultaneously delivered two FIFA stadiums (Lusail Stadium and 974 Stadium), as well as two seven- and five-stars hotels and a state of the art 400-bed hospital for the Ministry of Defense, pushing our innovation and execution to new levels."

Qatar's zero-emission reuse plan has seen facilities like Lusail Stadium and Education City Stadium retrofitted using green building practices into premium hubs for conferences, local sports, culture, and community use. Furthermore, the modular design of certain stadiums has enabled the piecemeal recycling of internal components. Indeed, Stadium 974, constructed entirely from modular shipping containers, was swiftly dismantled for reuse abroad adding mobility to its green credentials. Then there is Al Bayt Stadium, the design of which celebrates the traditional Bedouin tent, which today is a community and cultural venue.

Along with the commitment to modernized buildings, comes the use of smart design and project management systems and digital twins, at work across the built environment and managing the flow of people. These technologies in turn support Qatar's wider sustainability commitment; a game where the winning emissions score is zero. Omar Bahgat, Senior Vice President and Regional Manager at Engineering Consulting Group (ECG) spoke to TBY about his company's involvement in the FIFA construction, saying, "ECG was deeply involved in major Qatar projects, handling overlay for all eight World Cup stadiums, training sites, and infrastructure for four stadiums. This included crowd

management, security, CCTV, and FIFA village operations. We completed FIFA readiness projects including storm drainage studies and flood prevention solutions, working with three major contractors across Doha and beyond." Moreover, the firm employs digital twins to digitize projects for supreme efficiency.

The build-up to 2022 was a mammoth undertaking, architecturally and logistically marking a supreme opportunity to modernize Doha's cityscape with the world's eyes on the results. And so, despite the captivating stadiums and urban infrastructure added to Doha's existing cityscape, including road widening and an expanded Metro system, there was more going on than a display of soft power. For one, the government wanted no white elephants gathering dust over subsequent years, but legacy facilities. Therefore, the event's economic boost was to be sustained in the wider construction and real estate markets, both engines and beneficiaries of economic diversification.

Qatar has since become a staple address for international congresses, trade shows and symposia, and the global sporting calendar. In terms of residential construction, the sense of shared global community through football reflects in new community-centric masterplans. The smart technology showcased during the tournament has found its way into buildings that are self-monitoring and sustainable, bearing international credentials for environmentally-friendly water and energy consumption. Meanwhile, the new-found interest of foreign tourists has prompted the hospitality sector to add rooms, numbering 718 in 1H2025, elevating the total supply to 41,463 rooms. The total number is earmarked to scale 44,562 hotel rooms by end-2027, per the National Tourism Strategy.

A resounding score for Vision 2030, the 2022 World Cup was ultimately a springboard for urban renewal achieved by sustainable practices throughout the built environment. The subsequent repurposing of stadiums confirms that once short-term events are over, these venues can enjoy continued commercial and cultural use. ✖

ENGINEERING & consultancy

Though World Cup momentum has slowed, Qatar still offers significant opportunities for engineering and consultancy firms to capitalize on.



Mohammed Sadeq
GENERAL MANAGER,
SEERO ENGINEERING CONSULTING



Haytham Sadeq
DEPUTY MANAGER,
SEERO ENGINEERING CONSULTING



Alexia Filippou
COUNTRY DIRECTOR,
SALFO & ASSOCIATES QATAR

SEERO was established in 2012 as an engineering consultancy firm specializing in transportation and road design. The name "Seero" comes from Arabic, meaning "to move forward," which reflects our vision of advancing Qatar's transportation infrastructure. From the beginning, we focused on traffic analysis and road systems, and over time, we diversified our services to include building design, full infrastructure design, covering wet and dry utilities and digital construction technologies such as building information modeling (BIM). We are also doing BIM work for major buildings such as Rumaila Hospital, Qatar Media Corporation's facilities, and Qatar University's Colleges of Law and Medicine. Today, we operate across three to four core areas, but our mission remains the same: to provide top-tier design solutions that enhance the lives of the community and support the country's development. One project that stands out is the Al-Wajba project, related to the wedding of the Amir's brother. Within just eight weeks, we completed the design and worked with the contractor to deliver the event area, including access routes and 2,400 parking spaces. It was a high-profile project with time-sensitive demands, and we were proud to deliver on time and to the highest standards. I also led the drafting of Qatar's official pavement design guidelines, which take into account Qatar's climate, traffic patterns, and vehicle types, and we are developing software to complement the guidelines.

SEERO is widely recognized for its technical design expertise. We started with just three engineers in Al-Gharaffa, and now we have a team of nearly 80 professionals. We may not be the largest in terms of headcount, but we are valued for our expert analysis, problem-solving, and design thinking. Over the years, we have expanded internationally, with operations in the US, Canada, Saudi Arabia, and the UAE, while remaining headquartered in Qatar. We are one of the few Qatari-born companies to successfully go global, with ongoing government contracts in North America. We also have a long history in traffic engineering. Since 2012, we have conducted over 200 traffic studies in Qatar. We also work on stormwater and rainfall simulations, which became essential after severe rainfall events in 2020. Our simulations help identify problem areas and design effective drainage systems. We run rainfall simulations to identify flood-prone areas. We use topographic data, including LIDAR from drones, to simulate 10-, 50-, or even 100-year rainfall events. This has become especially important as rainfall patterns change due to climate shifts. Moreover, we currently are working on more than 35 transportation-related projects. These include traffic studies, school zone developments, and infrastructure design. As a Qatari company founded and operated by professionals raised here, we feel a strong sense of responsibility. The government recognizes the value of qualified local firms, and we are committed to delivering ethical, high-quality work.

SALFO is a leading engineering and management consulting company founded in Greece, in 1994. Its expansion into the GCC region was a strategic move, recognizing the region's emerging demand for ambitious large-scale infrastructure development early on. In 2007, we established the first regional branch in Qatar, marking the beginning of our presence in the Middle East. Today, Salfo has offices in 11 countries, including Saudi Arabia, Qatar, Abu Dhabi, and Egypt. Collaboration across Salfo's branches is integral to our operations, enabling the seamless exchange of expertise among regional offices. Although the Qatari market slowed after the World Cup, the knowledge and experience gained here have been transferred to major projects in Saudi Arabia and Abu Dhabi. Salfo is evolving from supporting individual projects to managing entire programs and life-cycle planning for clients. This shift reflects our ambition to be not just a service provider, but a long-term partner. With thoughtful planning, Qatar can remain a highly competitive and innovative market. Qatar has made remarkable efforts to improve quality of life, and this priority is becoming a central parameter in design. It is no longer solely a matter of aesthetics, but about how spaces are experienced by people. This human-centered approach will define the next phase of urban development. Qatar's growth model has been strategic, carefully measured, and focused on quality rather than sheer volume.



Vivian Chen
CHAIRWOMAN & CEO,
GALLERY FIVE GROUP

Muhammed Shameem
COUNTRY DIRECTOR,
ABC GROUP

INTERIOR *design*

In Qatar, business diversification can lead to improved resilience and scalability, in line with the country's strategic national development plans.

What drives your diversification strategy in Qatar?

VIVIAN CHEN After 15 years in construction, I realized it is not scalable. No matter how experienced you are, every new project requires resetting your system because construction is not copy-based. The most profitable and sustainable businesses are those that can scale, like retail and B2C services. So, during the palace project, I decided to develop a new business line. We are transitioning from project-based work to a platform-based model. This is how we established Gallery Five Home. Gallery Five Group has three major business lines. First is interior design and fit-out, where we provide turnkey projects specializing in palaces, five-star hotels, and luxury developments. Second is kids' entertainment, where we have our own brand and will soon launch our theme park. Third is e-commerce, which has grown rapidly, especially during the pandemic. We recently signed a phase-two contract with our partners, and after a year and a half of trials, we achieved first logistics from China to customers within five days. For 2025, our partners wanted to expand collaboration to use Qatar as a logistics hub covering the GCC, UAE, and Saudi markets.

MUHAMMED SHAMEEM We started small in Al Khor before opening a 40-sqm showroom on Salwa Road in Doha, focused on Indian ceramic tiles. Today, we have expanded far beyond ceramics. In 2020, we acquired London Bakery, a 36-year-old local brand known for fresh bread, buns, muffins, and cupcakes. We also ventured into lighting with ABC Lights in 2021, which will soon open a 1,000-sqm showroom on Salwa Road. Beyond lighting, we operate UNLTD Device, a company specializing in LED screens, POS systems, and digital signage, and we are the authorized distributor for Unilumin, the world leader in LED displays. In 2024, we launched Ideal Home, a 2,500-sqm furniture showroom offering products from Indonesia, Malaysia, and Sri Lanka. We also have a manufacturing facility in India producing custom furniture for restaurants and hotels across Doha. Additionally, we entered the off-road and camping sector with Gear Notion, launched

in 2021. Many businesses expected a slow-down after 2022, but we experienced the opposite. Our diversification has been crucial. While not every vertical performs equally, around 80% of our operations are growing steadily. ABC Group is not defined by one industry we are a multi-sector ecosystem built on resilience, innovation, and adaptability.

What role is technology and innovation playing in your company's strategy?

VC Building a platform is easy, but sustainable growth requires continuous customer value and strong data. I partnered with Tuya International and together we are integrating smart technology with interior design and retail. I found a team that has built 35,000 material data points from China's fragmented supply chain since 2016. Although China produces 65% of global products, its regional specialization creates information gaps, what is shown at exhibitions often differs from what is delivered. We are bridging that gap with accurate, standardized data tailored to GCC needs. We are developing a system where users search by budget, style, and project type. For example, someone with a USD150 million budget for a Marriott-level hotel can browse 1,000+ project cases. If they select a Marriott in Hong Kong, they instantly get the full material dashboard and budget. If it is over budget, the system suggests alternatives to match standards within the set range, saving up to four months in design and negotiation. For designers, the platform ensures rendering accuracy by using real, available materials from the start, solving the common issue of renderings not matching reality. Contractors benefit from our volume engineering, which filters materials by color, origin, fabric, and price.

MS We introduced VR showrooms as early as 2018, allowing customers to visualize designs before purchase. Today, clients can explore 360-degree product views on their smartphones, giving them a clear sense of how a design will look once installed. Although e-commerce remains secondary in our industry, we have developed dedicated online platforms for certain product lines. ✖

EXCELLENCE IN DESIGN, COMFORT IN RECLINE



Since its founding in 1978, Tivoli Furniture has established itself as the preeminent destination for luxury furniture and integrated design solutions in the State of Qatar. More than just a retailer, Tivoli Furniture is a curator of international design excellence, dedicated to bringing the world's most distinguished and innovative brands to the discerning Qatari market. Our philosophy is simple: to create spaces that are not only elegant and functional, but that truly embody passion, life, and style.

We believe that true luxury is not merely what we see, but what we feel a sense of bliss and empowerment derived from a perfectly crafted environment. This commitment to the human experience is what defines a "Tivoli Moment"

While the retail experience is central to Tivoli Furniture, the group's competitive edge is significantly amplified by Tivoli Projects department. ensures that the vision with our world-class brands is executed flawlessly, transforming complex projects into seamless realities.

Tivoli Projects operates on a philosophy of integrated solutions where furniture expertise, interior design and technical know-how are delivered under one coherent vision. This approach is built on several key pillars:

Tivoli operates one of the largest furniture storage facilities in Qatar with a vast capacity exceeding 20,000sqm. Not just a storage hub, it is a strategic asset that allows the Group to respond with speed, flexibility, and advanced software systems ensuring that large-scale projects can be outfitted with precision and efficiency often within demanding timelines.

Innovation has always been our differentiator; Our projects team constantly explores advanced technologies to improve the client journey and presentation. By utilizing tools like virtual reality (VR) and augmented reality (AR), clients can experience their future spaces before a single

item is delivered. This capability removes uncertainty, accelerates decision-making and ensures clarity throughout every stage of the project.

The creation of Qatar's first home-automation showroom represents our belief that technology should simplify and enhance daily life. This initiative reflects our commitment to connecting people with spaces that are not only functional but smart, sustainable, and adaptable to future needs.

Our specialized departments offer bespoke services, including custom carpentry, high-quality floor covering installation, and expert upholstery. This in-house capability ensures that every detail of a project meets the highest standards of finishing and quality, reinforcing Tivoli's commitment to excellence from the first sketch to the final installation.

By serving both the high-end residential market (B2C) and acting as a strategic partner for the architectural, design, and facility management communities (B2B), Tivoli Group maintains a resilient and diversified market presence.

Today, Tivoli Group is more than a supplier, we are a partner in Qatar's development, committed to elevating the standard of living and working environments. Our dedication to quality, design, ergonomic life and customer service backed by the world's leading brands and the execution power of our integrated projects department, ensures that every space we touch is a testament to enduring style and innovation.

A legacy of passion, life, and style. A vision where spaces shape people, innovation drives progress, and every project contributes to a legacy of excellence. As Qatar continues its ambitious growth, Tivoli remains at the forefront, curating the art of luxury living one perfectly designed space at a time.



Tracey Hunte
COUNTRY DIRECTOR FOR QATAR,
MACE CONSULT



Ahmed Al Essnawi
VP COUNTRY MANAGER - QATAR,
PARSONS CORPORATION

CONSULTANTS

As Qatar's post-World Cup development continues, more opportunities are popping up to diversify the economy and strengthen its resilience.

How does your company support Qatar's position as a hub for sustainable infrastructure and innovation through ongoing projects and partnerships?

TRACEY HUNTE Qatar's Vision 2030 sets a clear direction toward becoming a hub for sustainable infrastructure and innovation, and we are proud to play an active role in that journey. Beyond the Tesla Superchargers and Doha Festival City, we have delivered GSAS and LEED-certified projects such as the Diabetes Hospital and international airport expansion programs. Our partnerships with clients like this focus on creating resilient assets that meet global standards while addressing local priorities. The major projects unfolding across Saudi Arabia and the UAE are reshaping the region, and our experience on programs such as Expo 2020, Diriyah Gate, and Qiddiya positions us strongly to provide advanced, resource-efficient delivery solutions that reduce environmental impact. As the market gains momentum post the 2022 FIFA World Cup, we are seeing increased activity, more tenders, and a renewed sense of opportunity. It is no longer a question of "if," but "when," and we are ready to support Qatar's next phase.

AHMED AL ESSNAWI Parsons established its presence in Qatar almost 25 years ago, and over that period has delivered more than 110 projects, primarily in transportation infrastructure. We have built a strong and visible track record in the country, working with a wide spectrum of clients across government, semi government, and private sectors. Our clients include the Public Works Authority (Ashghal), Qatari Diar, Qatar Foundation, and Qatar Rail. Over the years, our business in Qatar has grown consistently, at the end of 2025 our workforce exceeded 1,200 professionals and we expanded by opening a new office in Doha in January 2026. Our services in Qatar have steadily expanded to include feasibility studies, design, client advisory support, construction management, and project management. This integrated offering has defined our role in Qatar for more than two decades and continues to guide our strategy today, which remains centered on long term partnership, technical excellence, and alignment with na-

tional priorities.

What opportunities do you see for the next chapter of development in Qatar and the Gulf?

TH We are committed to supporting Qatar's next chapter of growth, particularly as the country advances sustainable development and future-ready infrastructure under Vision 2030. Our long-standing team is deeply rooted in the market, and we continue to expand in sectors where national demand is rising. PMO and planning, project and program management, cost and commercial, business advisory, responsible business services, and digital solutions remain at the core of our work, while data center delivery has become a major area of opportunity. Cities and places form a significant share of our portfolio, and we are increasingly active in energy, logistics, and digital infrastructure across the region. Whether the opportunity lies in a data center, a mixed-use development, an airport expansion, or emerging sectors still taking shape, we are ready to contribute. Our focus is to stay aligned with Qatar's priorities and deliver solutions that support the country's evolving landscape.

AAE Our primary objective is to continue supporting the government in achieving its strategic goals by aligning our services with Qatar's evolving needs. Operations and maintenance will be a major focus, alongside the continued introduction of advanced technologies that improve efficiency and reduce resource requirements. Knowledge transfer remains a central element of our approach, and we maintain continuous dialogue with our counterparts around the world to ensure that Qatar benefits from the latest global expertise. Our leadership team regularly visits our offices across the region and around the world to engage with specialist teams, whether in bridge design, digital engineering, or project delivery. This access to deep technical knowledge across all engineering disciplines is one of Parsons' defining strengths. We remain fully committed to Qatar and confident that our long-term presence, combined with our global capabilities, will allow us to continue adding value in the years ahead. ✖



Mohamed Saadeh
GENERAL MANAGER,
DARWISH INTERSERVE FACILITY
MANAGEMENT (DIFM)



Irene Vidal
CEO,
FACILITIES MANAGEMENT &
MAINTENANCE COMPANY LLC

FACILITY *management*

Qatar's post-World Cup growth aims to be steady, responsible, and sustainable, elevating the quality of life for its citizens.

How does your company integrate sustainability principles into its operations to help Qatar achieve its environmental targets and promote greener facilities management?

MOHAMED SAADEH Whether it's reducing energy consumption through smart building technologies, using eco-friendly materials through sustainable procurement, or implementing structured waste management and recycling programs, our teams are constantly finding ways to minimize environmental impact. We are actively involved in energy audits, such as one we conducted at PWA/ATC (under Ashghal), which led to substantial savings in electricity and water. We have also partnered with Earthna, reinforcing our commitment to environment-focused facility solutions. These efforts led to our GSAS certification and CSR recognition. Sustainability is not just an add-on; it is now core to how FM is delivered. Our clients, especially those operating smart buildings and luxury developments, now require that we meet specific green performance benchmarks. As regulations grow stricter, we see sustainability as a long-term competitive advantage.

IRENE VIDAL Sustainability is embedded into FMM's daily operations and closely aligned with Qatar National Vision 2030. Since its establishment, the company has embedded CSR into its business strategy, ensuring that community impact and workforce welfare grow in parallel with operational scale. FMM's CSR approach is aligned with Qatar National Vision 2030 and focuses on creating long-term value for society through structured, multi-pillar initiatives. Key priorities include employee health and wellbeing through long-standing partnerships with national institutions such as the Qatar Cancer Society, supporting health awareness and preventive initiatives for the workforce. In parallel, FMM contributes to national talent development through ongoing internship programs with Qatar University, helping prepare the next generation of engineers and supporting workforce readiness. Environmental responsibility is reinforced through initiatives such as beach clean-ups, mangrove planting, and internal engagement programs that promote sustainable behavior, while charitable partnerships with organizations such as Qatar Charity extend FMM's impact beyond its immediate operations.

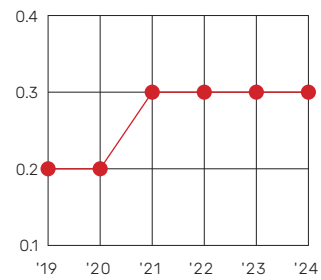
How is the company aligning with Qatar's economic diversification efforts and regional opportunities?

MS Regionally, we are expanding into Saudi Arabia and the UAE. Saudi Arabia offers huge opportunities, though FM awareness is still developing there. In contrast, the UAE is mature in FM, but highly competitive. We are already in early discussions and exploring partnerships in both markets. In Saudi Arabia, there is a growing demand for professional FM solutions, particularly in the lead-up to major national events like Expo 2034 and the World Cup. Qatar's success in 2022 has positioned us as a valuable partner for regional governments and developers seeking proven expertise. Locally, we see major growth potential in the oil and gas and healthcare sectors. These are high-standard environments requiring precision and reliability; areas we are increasingly prepared to serve, thanks to our technical strength and adherence to international standards. We are proud to represent Qatar abroad and excited to support its future with sustainable, tech-driven FM solutions. Our ambition is to not only keep pace with Qatar's vision, but to actively contribute to shaping it through consistent service excellence and forward-looking innovation.

IV As a national enabler, FMM's priorities over the next 12-18 months are closely aligned with the four pillars of Qatar National Vision 2030, with a strong focus on operational excellence, sustainability, and long-term value creation. FMM continues to invest in workforce training, safety, and skills development to ensure the capabilities required to manage increasingly complex facilities. In support of social development, the company prioritizes reliable, high-quality FM delivery across critical assets that directly impact on daily life, including healthcare, education, transport, and commercial facilities. FMM is also strengthening operational efficiency and expanding capabilities in areas such as data centers, energy audits, and cooling plants, contributing to asset performance, cost optimization, and economic diversification. From an environmental development standpoint, sustainability remains embedded in daily operations through energy-efficient maintenance practices, resource optimization, and environmentally responsible service delivery. Across all pillars, FMM's focus remains on delivering resilient, efficient, and sustainable facilities management solutions that support Qatar's long-term national objectives. ✖

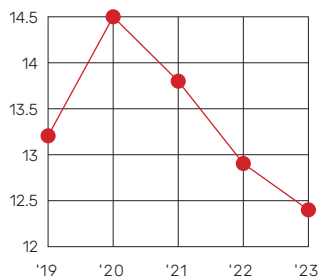
AGRICULTURE VALUE ADDED (% OF GDP)

SOURCE: WORLD BANK



FOOD IMPORTS (% OF MERCHANDISE IMPORTS)

SOURCE: WORLD BANK



AGRICULTURAL LAND (% OF LAND AREA)

SOURCE: WORLD BANK

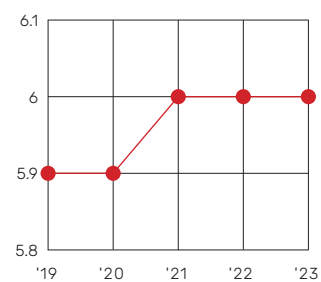


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Agriculture & Sustainability

DROP *by drop*

QATAR'S AGRICULTURE SECTOR is evolving rapidly, driven by national strategies focused on food security, sustainability, and technological innovation. Although agriculture historically represents a small portion of the economy due to climatic constraints and limited arable land, recent policy emphasis and technological adoption have strengthened its strategic importance.

Government initiatives anchored in the National Food Security Strategy 2030 have prioritized self-sufficiency in vegetables, meat, and dairy through greenhouse expansion, controlled-environment agriculture, and hydroponic, aquaponic, and smart irrigation systems. Vegetable output has nearly doubled over five years, reflecting the impact of these modern techniques and public-private collaboration.

Local markets featuring upwards of 100 Qatari farms reinforce agriculture's central role in national sustainability objectives, while the growth of agritech is expected to accelerate as innovation and automation improve productivity under arid conditions. The regional conflict has brought the strategic importance of these investments into sharp focus. Supply chain disruptions, import route volatility, and potential pressures on port access all reinforce the urgency of accelerating domestic food production and reducing Qatar's dependence on imported commodities.

Sustainability is deeply embedded in Qatar's agricultural transformation. Commitments under the National Environment and Climate Change Strategy target reductions in carbon emissions, water consumption, and waste generation, with agriculture playing a direct role through precision farming and resource-efficient technologies.

Companies such as Skydrops Sustainable Water Technologies, focused on water efficiency and conservation solutions tailored to arid environments, exemplify the innovative approach Qatar's private sector is taking to address the country's most critical agricultural constraint, delivering technologies that reduce water dependency while supporting sustainable and scalable food production. Its founder and CEO, Rhana Kurdi, told TBY that its goal is to bring water production entirely off-grid using "solar, wind, and thermal energy."

Water scarcity remains one of the most pressing challenges shaping Qatar's agricultural strategy. In response, investments in treated wastewater reuse, desalination, and soil-free growing techniques are reducing the sector's environmental footprint while expanding domestic production capacity. These innovations are not only addressing immediate food security needs, but are also positioning Qatar as a regional reference point for sustainable agriculture in arid climates.

Together, these developments reflect Qatar's concerted effort to align food security objectives with broader sustainability goals that support rural livelihoods, strengthen supply chain resilience, and attract long-term investment. In the context of the current regional conflict, the sector's contribution to national resilience has moved from a strategic priority to an operational necessity. By leveraging advanced technologies, public-private partnerships, and forward-looking policy frameworks, Qatar's agriculture sector is reinforcing its contribution to sustainable economic growth while addressing both domestic needs and the heightened demands of a nation managing an unprecedented period of regional disruption. ✖



A STABLE *diet*

As a leading investor in agriculture and food security, Hassad Food plays a critical role in ensuring Qatar's sustainable supply chains.

BIO

Ali Hilal Al-Kuwari has been CEO of Hassad Food Company since 2023. He has vast experience in the field of food and agribusiness investments and extensive knowledge of Hassad's local and international investments gained throughout his 13-year tenure with Hassad. His earlier positions at Hassad include vice president, director of operations, and director of project management. Prior to Hassad, Al-Kuwari spent close to a decade at Qatar General Electricity & Water Corporation. He is also chairman of A'Saffa Foods, vice chairman of Al Meera Consumer Goods Company, vice chairman of the Arab Qatari Company for Poultry Production, and a board member of Baladna Company. Al-Kuwari holds an engineering degree from Qatar University and an MBA from Northampton University in the UK.

Ali Hilal Al-Kuwari
CEO,
HASSAD FOOD

How is the company's current strategy to strengthen food security both domestically and through strategic international investments?

Hassad's strategy is built on a clear mandate; to support Qatar's food security through developing strong local capabilities and diversified international investments. Domestically, we work closely with government entities to reinforce priority sectors, while enabling the private sector and filling strategic gaps rather than competing with it. This helps strengthen productivity, improve quality, and build a resilient local value chain. Internationally, we invest in proven agribusiness ventures across multiple regions to secure stable, diversified supply routes for Qatar. These investments reduce exposure to global volatility and ensure long-term access to essential commodities. By balancing domestic development with disciplined global investments, Hassad contributes to a reliable, sustainable, and future-ready food system for Qatar.

Hassad Food has invested in agricultural assets across multiple continents to secure stable supply lines for Qatar. How are these international investments evolving to address supply chain disruptions and changing consumption patterns in Qatar?

Hassad's international investments are built around a clear objective, securing diversified, resilient, and long-term supply routes for Qatar. As global markets shift and local consumption patterns evolve, we continuously refine our portfolio to focus on stable geographies, reliable partners, and assets with strong operational fundamentals. Our approach is proactive rather than reactive, embedding resilience into the system by widening sourcing options and strengthening logistics pathways. This disciplined, forward-looking strategy ensures that Qatar remains protected from global volatility, while having access to high-quality, sustainably sourced commodities. By aligning our investment decisions with national food security priorities, we support a supply chain that is not only stable today, but capable of meeting the country's future needs.

How is Hassad Food integrating advanced technologies and sustainable practices into its operations to boost productivity and environmental stewardship?

Across our portfolio, we prioritize investments that introduce advanced, climate aware technologies and sustainable production models to Qatar's food ecosystem. We also work closely with our subsidiaries and local partners to encourage the adoption of environmentally responsible practices, high-quality inputs, and improved production standards. This approach aligns directly with Qatar's food security objectives by raising productivity, reducing pressure on natural resources, and embedding sustainable methods across the value chain. It ensures that innovation becomes a practical enabler of resilience, environmental stewardship, and long-term food security, fully aligned with Qatar's national priorities.

How is Hassad Food strengthening local production capacity while maintaining global supply diversification?

Hassad contributes to strengthening Qatar's self-sufficiency efforts by working in close alignment with national entities and sector stakeholder. Our role focuses on enabling the local ecosystem, supporting farmers and producers with improved access to inputs, services and value-chain efficiencies, so they can operate more competitively and sustainably. This collaborative approach ensures that domestic production continues to advance in a way that reflects national priorities and long-term resilience goals. Internationally, we maintain a carefully balanced network of agribusiness investments that strengthen Qatar's long-term resilience, while adapting to shifting global dynamics. These partnerships allow us to diversify exposure, deepen our understanding of global supply trends, and secure reliable pathways that can be activated when national needs arise, without creating dependency on any single source. In this way, our global investments reinforce, not replace our core focus, on developing a strong competitive and sustainable domestic production base.

Hassad Food embeds social responsibility into its operations through research partnerships and educational programs. How is the company expanding these efforts to foster greater sustainability and local impact in Qatar?

We work closely with universities and sector partners to support applied research, skill development and early-stage innovation. Our internship and training programs with local academic institutions ensure that young talent gains practical exposure across the value chain, strengthening the next generation of specialists in food security and sustainable agriculture. We are now expanding these initiatives by deepening collaboration with re-

search centers and local partners to advance climate-aware practices, test new technologies, and promote more efficient production models. These efforts ensure that innovation translates into tangible local impact, raising standards, enhancing sustainability, and reinforcing the long-term resilience of Qatar's food ecosystem.

How is Hassad Food advancing local agricultural innovation, strengthening self-sufficiency, and supporting national efforts to build a more resilient and sustainable food ecosystem?

Hassad remains deeply committed to supporting Qatar's national food security agenda

by advancing practical innovation, strengthening domestic production, and building a more resilient and sustainable food ecosystem. We continue to invest in solutions that enhance productivity, promote climate awareness practices, and elevate the capabilities of local producers. Working closely with government partners and the private sector, we help reinforce critical parts of the value chain, ensuring that Qatar's food system remains secure, diversified, and prepared for future challenges. Our goal is clear, aligning with national priorities, while contributing to a stronger, more self-sufficient, and forward-looking food security landscape for the country. ✖



**YOUR TRUSTED
PARTNER IN
BUILDING QATAR'S
FOOD SECURITY**

Working alongside government entities, Hassad contributes to national-scale projects that strengthen resilience across the entire food system, from local production and processing to storage, logistics, and international supply.

Our investments, both domestic and international, secure essential commodities, support the stability of the local market, and safeguard the nation against global disruptions.

By enabling the private sector across the full value chain, we support national priorities while ensuring that growth is sustainable, innovative, and inclusive.



GREEN *guidance*

Earthna is a non-profit policy research and advocacy center, established by Qatar Foundation to promote and enable a coordinated approach to environmental, social, and economic sustainability and future prosperity.

Gonzalo Castro de la Mata
EXECUTIVE DIRECTOR,
EARTHNA

Education City serves as Qatar's sustainability test-bed with

300
air sensors

Qatar Sustainability Week reached

740
events nationwide this year

BIO

The Executive Director of Earthna, Gonzalo Castro de la Mata's previous positions including managing director for external affairs at Pluspetrol, chairman of the World Bank's inspection panel, managing director of Sustainable Forestry Management for the Americas, head of biodiversity at the Global Environmental Facility, lead environmental specialist at the World Bank, and director of the World Wildlife Fund's Latin American and Caribbean Program. Gonzalo also founded Ecosystem Services LLC and Wetlands for the Americas (now Wetlands International). He has acted as a consultant for multilateral and bilateral agencies, governments, and NGOs, and published over 250 articles in scientific journals, magazines, and books, as well as authoring two books himself. He received a PhD in ecology and population biology from the University of Pennsylvania, and holds a master of science in biophysics and a bachelor of science in biology from Cayetano Heredia in Peru.

How are you translating the sustainability framework into concrete national strategies and measurable action?

Our philosophy is to support national priorities and provide guidance when needed to advance long-term sustainability. Today, Earthna operates as an active advisor to the Ministries of Environment and Climate Change, Municipality, and Commerce and Industry, embedding experts within government when required, as in the National Adaptation Plan and the National Biodiversity Strategy and Action Plan. We will soon publish a comprehensive volume on Qatar's biodiversity, consolidating national scientific knowledge and ecosystem baselines into a single reference to guide policy, conservation planning, and future resilience agendas. We are also supporting the government's food security strategy. We developed a modeling tool with scenarios that examine risks and optimal configurations for national food supply under different geopolitical and climate conditions. This model evaluates cost, emissions, water usage, and land efficiency considering economic and environmental impact. Additionally, we are working on the national water balance. At Education City, we built a comprehensive assessment of inflows, usage, loss points, and reuse potential. Our aim is to scale this to the national system. We are also tackling plastics through detailed studies on PET management options: domestic recycling, importation of recycled content, reuse cycles, and disposal impacts. One counterintuitive result was that importing recycled PET is more environmentally efficient than undertaking full domestic processing cycles. The emissions reduction and cost efficiencies are captured mostly between the virgin stage and the first recycling stage. After that, the gains diminish significantly. This illustrates how evidence-based analysis can challenge assumptions. We also run a major mangrove restoration program in partnership with ministries and Qatar University. These mangroves are globally unique because they survive in extremely hot waters and without freshwater inflow, which means they have genetic adaptations relevant for future climate challenges.

How will Earthna's international expansion convert cross-regional dialogue into near-term city pilots and measurable, on-the-ground outcomes?

Our international expansion accelerated. We launched

“Our philosophy is to support national priorities and provide guidance when needed to advance long-term sustainability.”

the Arid Cities Network, where we convene decision-makers from cities facing extreme climate conditions, water scarcity, and heat-stress urban planning. These are practical exchanges among urban managers, transport planners, desalination operators, biodiversity teams, and water specialists. Representatives from Lima, Seville, Muscat, and Doha will participate. The goal is to exchange practices and avoid redundant innovation cycles. Results will include technical recommendations, applied workshops, and replicable diagnostics, not declarations or symbolic resolutions. A second international initiative is our partnership with The King's Foundation, which focuses on sustainable traditional urbanism in Guyana, Sierra Leone, India, and Zanzibar. The idea is to understand how traditional building materials and historical urban principles can inform sustainable contemporary design in arid and tropical regions. The third expansion effort is our collaboration with the Children's Investments Foundation Fund, launched recently during the UN Social Summit in Doha. We convened ministers of foreign affairs from several African nations, the UN Under-Secretary-General, and regional leaders to address dryland restoration across the Sahel. Climate change has created a domino effect: increasing dryness leads to agricultural loss, land abandonment, instability, and eventual migration displacement.

Which interventions will help accelerate national circularity and green value chains?

High-tech agriculture is a standout example. Companies like Agrico demonstrate aquaponic systems that produce fish protein and vertical crops using minimal water in closed-loop cycles. Mushrooms and leafy greens are grown with environmental precision, providing large-scale output with minimal resource dependency. These solutions reduce agricultural emissions, water consumption, and energy use, while maintaining production quality. ✖

CIRCULAR *thinking*

Through public education, conformity to international benchmarks across value chains, and public-private collaboration, Qatar's waste problem could well be binned.

IN THE SUSTAINABILITY ARENA, as in other sectors, economic diversification has brought Qatar's local content into sharp relief as the nation graduates from consumer to producer and supplier to the green market. In step with production initiatives come a strict set of sustainability values being adopted across value chains worldwide in support of the circular economy. Resulting actions include the repurposing of waste food generated by the hospitality sector into the agricultural mix. Packaging, too, is a prime target for reuse. Meanwhile, eco-labeling and public awareness campaigns are spreading the message, while corporates issue measurable impact data and evidence of progress on circularity and carbon footprint reduction efforts to stakeholders.

For broader contextualization of circular practices, each year the GCC region generates over 150 million tons of waste, most of which is unsustainably shunted off to landfills. Therefore, the race is on among member nations, Qatar being no exception, to inculcate sustainability across the economic matrix. And of course, compliance is increasingly a prerequisite of international commerce in the age of ESG benchmarking. In Qatar specifically, the sustainable recycling of waste lies at the heart of its National Vision and diversified industrial blueprint.

Qatar ranks 21st in the Total Circular Economy Index, and is working towards a long-term goal of a 95% recycling rate by 2030. The country has laid out a regulatory framework for waste management, steered by Law No. 30 of 2002 (the Environmental Protection Law), which prohibits illegal dumping and mandates appropriate waste treatment and disposal according to global sustainability standards. Furthermore, Ministerial Decision No. 143 of 2022, focused on plastic waste, restricts the use of plastic bags.

Indeed, a bane of the consumer society is the ostentatiously wasteful packaging that keeps customers mesmerized and the tills ringing. To tread the circular path, Qatar is addressing this issue through partnerships between suppliers, retailers, and waste processing firms, increasing the ratio of biodegradable

packaging. The National Vision 2030 actively incentivizes sustainability, and material innovation has yielded promising practices such as the use of bioplastics and compostable packaging, and the incorporation of post-consumer recycled materials into new products. Exemplars from the field include Qatar National Plastic Company, which today has a line of products made from 100% recycled plastics. Another firm, Aquafina, became Qatar and the wider GCC's pioneering beverage brand to introduce locally manufactured, 100% recycled 330-ml and 500-ml plastic bottles.

Sector data estimates Qatar's annual generation of municipal solid waste at over 2.5 million tons, with over 50% going to landfills. To reverse the trend, the private sector has been allocated 153 land plots for waste recycling initiatives. Related facilities are set to process wastes ranging from oil, medical waste, wood, metal, electronics, and plastic, to tires, batteries, construction waste, organic cement, glass, and textiles. The Ministry of Municipality's 2024-2030 strategy drives the comprehensive National Integrated Solid Waste Program, which entails the construction of a new engineering landfill, the closing and planting of old landfills, and the segregation of waste at source. Meanwhile, to galvanize public interest, the Ministry of Municipality has launched its national waste sorting program, whereby 80% of Doha households have received recycling bins. Collected waste is destined for processing at the 11 recycling plants within the Mesaieed Recycling Hub, 40km south of Doha. In 2024, the hub's Domestic Solid Waste Management Center transformed waste into approximately 277,000MWh of electricity. Also produced were over 40,000 tons of fertilizers from the green waste of farms, afforestation projects, and green spaces. Separately, collected wood factory waste is mixed with fertilizer and soil to improve soil quality and vitally maintain soil moisture levels.

Qatar's legislative provisions that incentivize private sector participation have turned waste management into a scalable commercial endeavor. Additionally, support at the municipal level means that the nation's sustainability targets are potentially achievable. ✖



THE FUTURE *of water*

Skydrops Sustainable Water Technologies is one of the region's most innovative climate-tech companies, and a global pioneer in atmospheric water generation industrial plants.

Rhana S. Kurdi
FOUNDER & CEO,
SKYDROPS SUSTAINABLE WATER TECHNOLOGIES

Pro Tips

➤ Invest in companies utilizing ground-tested technologies that include strong compliance, scalable structure, and focus on strength vs. hype.

BIO

Rhana S. Kurdi is the Founder & CEO of Skydrops Sustainable Water Technologies. She previously served as a US Army lieutenant colonel. Growing up in Lebanon, Kurdi developed a deep understanding of how essential water security is to daily life. As one of the few female veteran founders in the global water-tech sector, Kurdi has positioned Skydrops at the intersection of engineering, sustainability, and disciplined execution. Her work has attracted international media attention and strong interest from impact-driven investors. Kurdi is leading Skydrops' expansion across the GCC, North America, and Asia while advancing AI-driven water production forecasting and carbon-neutral water solutions for commercial, governmental, and humanitarian use.

How will Skydrops' GBP20-million investment boost growth and global operations ahead of its London listing?

In 2025, our focus was on finding a long-term partner who believed in our vision and recognized the potential for global growth. GEM fits that perfectly; it has built a portfolio focused on scaling companies internationally. With this investment, our plan is to expand across the Middle East, Asia, and North America, particularly the US. But it is not just about bottling water; it is about bringing decentralized, industrial-scale water plants to areas that need them. This means exporting our product from Qatar to new markets while also establishing new water plants across the region. We are also preparing Skydrops for potential humanitarian missions. Our projected growth over the next three years includes expanding our footprint in Qatar and building a larger headquarters that will serve as the operational anchor for all other sites. These additional locations will primarily function as water plants, but support and innovation will continue to be centered in Qatar. A significant part of this expansion is technology. Our atmospheric water generation technology is already 10 steps ahead of the competition, and our partnership with Tsunami Products in the US will allow us to showcase new innovations at our larger plant. What makes this unique is that it is not just about producing water; it is about leveraging byproducts efficiently. We are also introducing new technology to offset seasonal dips in water production, ensuring a consistent and stable output as we scale and export globally.

How does Skydrops prioritize expansion across the US, Middle East, and Asia?

For product distribution, the US is our top priority. Air-generated water is not widely available there, and we see opportunities to partner with mega retailers like Walmart and Target. As an Arab-American entrepreneur, it is exciting to bring clean water produced in the desert to a global audience. In the Middle East and Asia, our focus is on establishing new water plants. For example, focusing on areas that are struggling with water

scarcity, access and contamination. The Middle East is the initial focus for expansion this fiscal year.

How are customers responding to Skydrops' sustainability initiatives in Qatar?

We have seen a surge in demand from hotels and corporations seeking genuine sustainability, not just switching to glass without real impact. Marriott properties, such as Le Royal Meridien are leading the effort. They have implemented changes gradually, starting with one restaurant, then expanding to the spa and gym, allowing staff and guests to adapt. Incentives for returning bottles, like discounts, also help manage consumer behavior. Similarly, our phased approach with GWC, starting at its headquarters and gradually extending to its fleet, demonstrates how corporate partners are aligning with our sustainability vision. We have learned to adapt quickly; when demand exceeded supply, we flew in generators from the US within 48 hours to keep up. Decentralized water systems allow us to respond rapidly and maintain continuity. Supplier relationships, such as with our Chinese and Indian partners, also support long-term scalability while preserving sustainability standards.

How would you outline Skydrops' key priorities for the next cycle?

First, leveraging our partnership with Tsunami to stay at the forefront of atmospheric water technology. Second, expanding distribution, opening new plants, and increasing profitability to satisfy investors. Ultimately, my personal measure of success will be using this scale to support pro-bono humanitarian projects. Access to water in crisis zones, whether due to conflict, natural disasters, or infrastructure challenges, is critical, and Skydrops aims to respond quickly and effectively. The goal is to make decentralized, affordable water systems accessible worldwide, even in high- and low-cost regions alike. Expansion, technology, and operational excellence all serve that purpose. When we can provide sustainable water rapidly to regions in need, that is when Skydrops has truly succeeded. ✖

The Future of Water is in the Air



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SUSTAINABLE WATER TECHNOLOGIES

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Nasser Al Khalaf
CEO,
AGRICO



Andrey Martirosov
MANAGING PARTNER, FOUNDER
VFARMS

AGRICULTURAL *innovation*

As Qatar works to diversify its economy, the agricultural sector is playing a key role.

What technologies and new crops are you deploying to ensure expansion is both sustainable and efficient?

NASSER AL KHALAF Vertical farming remains most efficient for leafy greens, and we are now expanding this model to include cucumbers, tomatoes, and other harder vegetables, as well as fruits such as strawberries and blueberries. Our operations rely on highly automated, app-based monitoring that tracks climate conditions and enables rapid adjustments, yet the role of an experienced agronomist remains indispensable. Technology can predict harvests and flag issues, but only a trained expert can interpret subtle signs of plant stress or missed routines. Automation enhances accuracy and efficiency, but it serves as a support tool rather than a substitute for human judgment. We manage the Ministry of Municipality's hatchery facility, producing native fingerlings for environmental repopulation to strengthen Qatar's marine biodiversity. We are preparing to launch the country's first land-based recirculating aquaculture system for sea bass and sea bream, while expanding regionally with mushroom operations in Bahrain and Kuwait.

ANDREY MARTIROSOV From a resource perspective, our system follows the same fundamental principles as modern vertical farming globally, significantly reduced water consumption compared to traditional agriculture through controlled environments and recirculation. We deliberately avoid complex or capital-intensive solutions that do not make sense from a return-on-investment standpoint. Where VFarms differs is in the degree of simplification achieved through years of R&D and operational iteration. By removing unnecessary complexity, we engineered a system that is easier to operate, easier to replicate, and more predictable in terms of cost and performance. This simplicity enables true standardization and allows the model to function as investable infrastructure rather than bespoke, one-off projects. The most important advancement has not been a single technological breakthrough, but the ability to convert a complex vertical farming setup into a standardized, repeatable module. In this sector, many technologies exist, but few can be deployed consistently at scale with predictable economics. Through continuous experimentation and refinement, we aligned system architecture, operating procedures, and control logic into

a unified model that can be deployed without redesigning each facility. For asset owners, this repeatability is critical; it reduces execution risk, shortens deployment timelines, and supports long-term operational planning.

How do you see the agriculture sector contributing to Qatar's long-term diversification, and how do you assess the regulatory environment?

NAK Qatar has made remarkable progress in food security; the country is self-sufficient in dairy and poultry, egg production is close behind, vegetables are around 40% self-sufficient year-round, and some crops, such as cucumbers, already exceed local demand. The next phase is to improve coordination among farms to avoid oversupply, diversify growing regions, and plan production calendars more effectively. Every country must focus on crops suited to its climate, and with continued innovation, better planning, and advanced technology, agriculture can contribute even more to GDP diversification and support sustainable food systems across the region. While vertical farms typically achieve higher yields than traditional greenhouse hydroponics, costs can be slightly higher due to depreciation and maintenance; however, Qatar's competitive energy environment offsets much of this, supporting commercial viability. Qatar still has significant room to expand its R&D capacity, and we may be the only company continuously adapting hydroponics, greenhouse structures, irrigation models, and climate-control technologies specifically to Qatar's combination of extreme heat and high humidity.

AM Qatar has established a clear strategic focus on food security, which provides an important long-term framework for agri-tech development. At the same time, translating strategy into practical implementation can be complex, particularly for new infrastructure models. Our experience required close engagement with regulators and stakeholders, operational flexibility, and patience. While the process was demanding, it ultimately reinforced our decision to build a model that stands on its own commercial fundamentals, without relying on subsidies or special support to make the economics work. This discipline is valuable as we look to scale the platform across different markets. ✖



SUSTAINABLE *choices*

Since 2016, Enbat Group has been a home for brands and initiatives built and driven with sustainability in mind.

Ghanim Al-Sulaiti
CEO,
ENBAT GROUP

What is Enbat's competitive advantage to maintain differentiation in the GCC's sustainable-consumer and green-investment space?

The biggest differentiator is that we bring food choices into the center of the sustainability conversation. Scientific research consistently shows that the largest contributor to global carbon emissions is our food system, especially meat and dairy. Yet, few sustainability discussions address this honestly because it is sensitive. From day one, my work has been to highlight the link between food choices and emissions. The second differentiator is our ecosystem structure. Most sustainability work is either non-profit or purely commercial. We combine both. Our customer-facing brands are supported by manufacturing operations and supply chains that also serve other businesses. This interconnected model across food, packaging, and wellness is not something I have seen elsewhere in the region.

How have partnerships with universities expanded education as a major component of your mission?

Education has always been central to Enbat, visiting schools and universities since the beginning, but I wanted something more permanent. Through a program with the US Embassy, I toured sustainability initiatives and met a professor from Pittsburgh who shared her sustainable food systems curriculum. I adapted it for Qatar, and MIPU became the first university to approve it. Today, it is a credited three-month course with 90 students, built around hands-on learning through visits to farms, factories, and sessions with policymakers, chefs, and nutritionists. After it launched, two more institutions approached us. Starting in January 2026, the course will also run at UDST and at the Sustainability Academy on Green Island in Education City. Qatar Foundation additionally allocated space for us to build a small museum made from recycled containers to showcase our food-waste work, which will serve as our new headquarters in Education City. Having the Qatar Foundation endorse the program is a major milestone. While the course covers

sustainable food systems broadly, it also encourages plant-based choices in a practical, evidence-based way.

How are you positioning Enbat Group for what comes next?

Our priority now is strengthening the back end of the group. Across food, skincare, and packaging, we are developing manufacturing arms that support both our businesses and the wider market. Our central kitchen has evolved into a food manufacturing facility supplying bread, juices, and plant-based items to Qatar Airways, gyms, spas, and restaurants. We also compost all our food waste internally and are exploring extending this service to other restaurants. Our focus is on efficiency, localization, and profitability. Many of our brands have matured, and after several years of post-COVID recovery, we expect 2026 to be our strongest year. Expansion will remain selective. We avoid franchising to preserve the uniqueness of our concepts, especially as luxury travel shifts toward wellness, nature, and authentic food experiences. On the technology side, Enbat Intelligence will launch its digital platform at the Web Summit, followed in 2026 by POS systems for restaurants and for spas and wellness centers, as well as our in-house ESG reporting tool. Enavra's integration is also progressing quickly. Its cutlery is already used at Evergreen, and the company currently serves about 100 clients. Through our network, we can scale that reach to nearly 2,000 restaurants. We are tendering for a major Qatar Airways cutlery contract, which would significantly expand production. Another key step is localizing biodegradable coffee lids. Qatar imports almost 10 million lids annually, and we are investing in machinery to produce them locally, making the country fully self-sufficient in cups and lids. Our pricing and delivery times outperform suppliers in China and Türkiye, and clients can order small quantities, visit the factory, and receive products quickly. With food delivery continuing to grow, demand will only increase. ✖

Plan to manufacture about
10
million coffee cup
lids per year locally

Enbat Intelligence
created to
drive digital
transformation
across Enbat Group
operations

BIO

Ghanim Al-Sulaiti is a Qatari entrepreneur passionate about creating a positive impact on society by promoting a plant-based lifestyle. He founded his first business, Evergreen Organics, in 2016, and now has over 10 projects currently live or under development. All of these projects share the same vision and values as its founder: to be vegan, sustainable, and promote a healthier lifestyle.

He has worked extensively with local schools and regional organizations such as Qatar Foundation, Ooredoo Doha Marathon, Qatar National Library, Qatar Financial Center, and the Qatar Investment Authority, producing educational programs to change the status quo. He holds a BSc in civil engineering from Drexel University, US.



Image: ALI ELSAYED



Ihsan Alkhiyami
CEO,
AL WATANIA

BIO

Ihsan Alkhiyami completed his bachelor of computer science from The University of Texas at Dallas, US in 1987 and holds an MBA too. He is the Vice Chairman and Managing Director of Al Watania International Holding which owns QNIE. Al Watania, a closed share holding company established in 2008, has grown with the Qatar economy and works in the fields of FMCG distribution, logistics, real estate development, hospitality, telecommunications and IT, retail, and food services.

What role does Al Watania play in strengthening national supply chains and ensuring food security?

We are fully aligned with Qatar's food security strategy and work closely with the government in several areas. One of the most important ones is strategic stock management. We have been long-standing partners in projects that support national reserves, and recently we participated in a government-led conference to introduce new models for managing these stocks. Food security is a shared responsibility, and our logistics infrastructure plays a critical role in ensuring that Qatar's supply chains remain resilient and future ready.

How is Al Watania pioneering responsible practices in food production?

Sustainability is particularly important for us because cold storage consumes a significant amount of energy. We have launched a pilot project to power part of one of our warehouses with solar en-

ergy, testing both technical and economic viability. If the results are successful, we plan to roll this out across our other facilities. This shift is not just environmentally responsible, it also makes business sense, reducing energy costs and improving resilience. Our aim is to gradually align our energy consumption with national sustainability goals, contributing to Qatar's broader strategy to reduce emissions and increase renewable energy adoption.

What steps are you taking to expand your leadership in the region?

Saudi Arabia remains a key strategic market for us, particularly for logistics, as it is one of the fastest-growing economies in the region with major food sector opportunities; however, we made the deliberate decision to delay large-scale expansion by one to two years to focus on consolidating and optimizing our operations in Qatar first. We are doubling capacity here, digitalizing our systems, and building a strong operational base. Once that foundation is solid, we will be better positioned to expand into Saudi Arabia in a sustainable way. It is a matter of sequencing our growth correctly rather than rushing into new markets prematurely. ✖



Jassim Mohammed Al Ansari
CEO,
AL MEERA

What are your main priorities in leading Al Meera through its new phase of growth?

Al Meera, established around 15 years ago and listed on the Qatar Stock Exchange, is the only publicly traded retailer in the country and a truly national brand. Today, Al Meera operates 70 locations, over 50 of which are hypermarkets, serving more than 100,000 daily customers. There is strong brand loyalty, and we aim to build on that. Over the past months, our focus has been on repositioning and understanding customer behavior so that we can design a long-term strategy rooted in loyalty and satisfaction. Despite fierce competition, we welcome it because it drives us to offer better products, prices, and services.

How do you ensure that the growth of Al Meera remains sustainable?

In 2024, we opened our flagship store in Ain Khaled, one of our largest branches, setting the new design benchmark for future stores. We have also been

renovating existing locations to ensure they remain attractive and convenient. We believe shopping should be enjoyable, not just functional. We call it "retail-tainment." This investment extends to optimizing store layouts, enhancing customer flow, and ensuring a pleasant shopping environment. Alongside infrastructure, we are heavily investing in people, our most valuable asset. We are building internal capabilities through training, talent development, and fostering a culture of innovation.

What is your long-term vision for Al Meera's transformation?

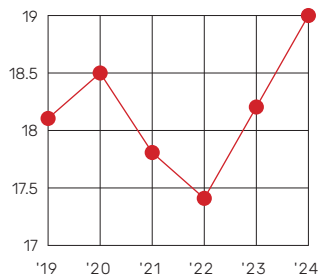
To become a national champion in retail. Our goal is to solidify Al Meera's position as Qatar's leading retail brand and a model for the region. We already have a presence in Oman, and we are studying opportunities in neighboring countries. Eventually, we plan to expand across the MENA region and beyond. To become a truly global player, we must scale beyond one jurisdiction and represent Qatar on the international stage. The goal is for Al Meera to be the Qatari brand that succeeds internationally. Our short-term focus is building our digital infrastructure; our long-term ambition is speed, efficiency, and innovation. ✖

BIO

As CEO of Al Meera Consumer Goods Company, Jassim Mohammed Al Ansari drives the company's national retail strategy and strengthens Qatar's food security resilience. Before joining Al Meera, Jassim held senior leadership roles at the Ministry of Commerce and Industry, Qatar Central Bank, and Aspire Zone Foundation. He has served on the board of directors of Ahli Bank and on the boards of international sports organizations. He completed his bachelor of science degree in business administration from the University of Colorado, US, with a triple major in finance, management and marketing.

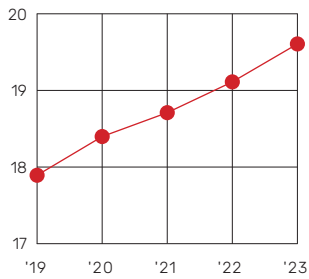
PUBLIC EDUCATION EXPENDITURE (QAR BILLION)

SOURCE: MINISTRY OF FINANCE BUDGET STATEMENTS



TERTIARY SCHOOL ENROLLMENT (% GROSS)

SOURCE: UNESCO UIS



PUPIL-TEACHER RATIO (PRIMARY)

SOURCE: UNESCO UIS

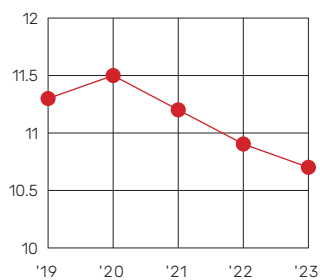


Image: Philip Lange

Education

SHAPING *minds*

QATAR'S EDUCATION SYSTEM is undergoing a profound transformation, aligned with the Qatar National Vision 2030 and the Third National Development Strategy. The Ministry of Education and Higher Education has outlined a framework that spans general education, technical and vocational training, higher education, and lifelong learning, ensuring that every stage of the educational journey contributes to national development. With 338 public schools and kindergartens serving more than 130,000 students, and over 330 private schools and kindergartens catering to a diverse expatriate population, the system is expanding both in reach and quality.

The higher education landscape is equally robust. Qatar hosts over 30 universities and colleges, including Qatar University, the University of Doha for Science and Technology, Lusail University, and the international branch campuses clustered in Education City. According to official datasets, private universities alone enroll more than 30,000 students, with balanced participation between Qatari nationals and expatriates. When combined with public institutions, total higher education enrollment exceeds 90,000 students, reflecting a gross tertiary enrollment rate of approximately 45% of the relevant age group, according to UNESCO data.

This scale is critical for supporting the professionals of the near future. Qatar's universities are expanding programs in STEM, sustainability, and digital transformation, while also embedding entrepreneurship and innovation hubs into curricula. Technical and vocational education is being strengthened to align with labor market needs, particularly in sectors such as renewable energy,

AI, and advanced manufacturing. In the context of regional disruption, the pipeline of skilled Qatari nationals across engineering, technology, and infrastructure disciplines takes on particular national significance, supporting both recovery efforts and the long-term diversification agenda.

Qatar Foundation continues to act as a driver of innovation. In 2025, QF launched Fanar, an Arabic-focused AI platform developed by the Qatar Computing Research Institute, designed to protect and advance the Arabic language in the digital age. This initiative reflects Qatar's ambition to create an Arabic AI ecosystem, ensuring that AI tools are culturally and linguistically relevant. Complementary programs include immersive learning experiences such as virtual reality modules for science and engineering and initiatives that directly support Qatarization programs, equipping nationals with globally competitive skills while reinforcing their leadership in strategic industries.

The 2026 education budget has earmarked significant resources for digital transformation, teacher training, and infrastructure modernization, while universities and Qatar Foundation will expand pilot projects in Arabic AI, immersive learning, and vocational pathways. Together, these initiatives aim to strengthen the foundational pillars of Qatar's education system: inclusivity, innovation, and alignment with national priorities. By embedding Qatarization into higher education and research, Qatar is ensuring that its citizens are not only participants but leaders in the country's journey toward a diversified, knowledge-driven economy, and that the human capital built over decades of investment in education remains the most enduring foundation of national resilience. ✖



EDUCATION *ecosystem*

QF is a non-profit organization made up of more than 50 entities working in education, research, and community development.

Francisco Marmolejo
PRESIDENT,
QATAR FOUNDATION FOR HIGHER EDUCATION (QFHE)

Student enrollment record growth up

17%
in 2025

Over 14,000 alumni across 110 countries, many active in leadership roles

BIO

Francisco Marmolejo is President at QFHE, where he leads QF's coordination activities, helping to support the unique ecosystem of the eight prestigious universities in Education City, Doha. From 2012-2020, he worked at the World Bank as the global higher education coordinator, based in Washington, DC, and more recently as lead higher education specialist for India and South Asia, based in New Delhi. He previously served as founding executive director of the Consortium for North American Higher Education Collaboration, an American Council on Education Fellow at the University of Massachusetts, academic vice president of the University of the Americas in Mexico, faculty member at the National Autonomous University of Mexico and the Autonomous University of San Luis Potosí, and also International Consultant at OECD in Paris.

How does QF adapt its higher-education strategy to meet the evolving needs of students and the Qatari economy?

QF saw record enrollment growth in 2025, with total student numbers up 17% YoY, reflecting Qatar's growing appeal as a global education hub. International student interest is also rising sharply, creating both new opportunities and challenges in capacity and program design. Following a comprehensive academic review, QF is introducing new programs in emerging disciplines. Carnegie Mellon University Qatar will launch a degree in AI, ranked the top AI program in the US, while HEC Paris is expanding its management offerings in the region. Additional initiatives are under assessment to further diversify academic pathways. QF is in the process of establishing an initiative to attract international institutions to offer specialized, short-term programs addressing specific skill gaps, further reinforcing QF's role as a catalyst for innovation and human capital development.

In what ways is QF integrating entrepreneurship into its higher education model to drive innovation and real-world impact?

Entrepreneurship is a core pillar of our education model, aimed at equipping every graduate with an entrepreneurial mindset focused on creativity, initiative, and opportunity recognition. To nurture these skills, QF has launched several initiatives beyond the classroom, including a university-wide Student Entrepreneurs Club and the annual Student Entrepreneurship Summit, both designed and led by students. In addition, we plan to inaugurate during the Summer a Practical Knowledge Lab as a venue to bring together students from different universities to co-develop real-world solutions with academic and industry mentors. In addition, through the Qatar Foundation Alumni Fund, graduates can seek seed funding and access networks such as Qatar Science & Technology Park, local incubators, and angel investors. Together, these initiatives empower the QF community to transform innovation into tangible impact.

How does QF advance its research and innovation

agenda to address emerging national and global priorities in this new phase of its development?

We have a growing number of research projects across all our priority verticals. Additionally, we are developing what we call a "resilient research model." This involves collaborating not only with our local partner universities but also with their main campuses abroad. Each of our institutions in Education City specializes in one field: Georgetown in international relations, Carnegie Mellon in computer science, and so on. However, their home campuses cover all academic disciplines. We have invited them to identify initiatives from the home campus that align with Qatar Foundation's strategic priorities and could expand into collaborative opportunities here. We have received about 75 proposals, of which around 25 are being further developed into detailed projects. These may lead to new academic programs, joint research centers, or innovation initiatives. This approach marks a shift from the traditional model of simply hosting specialized branch campuses toward a more comprehensive, dynamic and interconnected ecosystem for research and learning.

What role do QF's alumni play in advancing its long-term vision and impact?

We currently have more than 14,000 alumni, most of whom reside in Qatar, though many others are spread across 110 countries. The largest communities outside Qatar are in the US, Canada, the UK, India, Pakistan, and the UAE. Our first alumni chapter was established in the US followed by the UK. These chapters help strengthen networking and professional collaboration among graduates. Beyond networking, we see alumni as vital sources of feedback to measure our impact. Understanding how their education has shaped their professional and personal lives helps us identify what works and what needs improvement. Additionally, alumni chapters offer opportunities for continued professional learning and entrepreneurship support. Ultimately, we see our graduates as ambassadors of Qatar Foundation's vision, carrying forward the ideals of education, innovation, and community engagement wherever they go. ✖

ARTIFICIAL INTELLIGENCE, *genuine benefits*

Qatar is future-proofing its economic strengths by entrusting them to a population that sufficiently educated for the task.

AMID STRATEGIC STATE INVESTMENT, Qatar's education sector, valued at USD7.5 billion in 2025, is forecast scaling USD13.22 billion by 2034, according to Report Cube research. Yet, its graduates are worth immensely more, building local capacity across the digital economy. That is why Qatar has harnessed its education to the stampeding beast of AI while emerging as knowledge and innovation hub.

The nation has registered tangible success in effectively bridging the Global South with the world's pre-eminent tech nations. International partnerships, as with other pillars of Vision 2030, are key here, and the nation hosts over 30 prestigious higher education institutions including HEC Paris, Georgetown, Carnegie Mellon, Northwestern, and UCL Qatar. These complement its well-respected homegrown institutions, like public university Hamad Bin Khalifa University, the sole local institution situated within Education City in Doha, and Qatar University, a public research university ranked in the top 3.9% in the world. Patently, the nation's educational system is now an appetizing proposition for students from the region and wider world who benefit from the curricula of leading foreign and local institutions. Francisco Marmolejo, president of Qatar Foundation for Higher Education (QF) reveals how, "QF saw record enrollment growth in 2025, with total student numbers up 17% YoY, reflecting Qatar's growing appeal as a global education hub."

In 2019, Doha drafted its overarching National AI Strategy, the blueprint for addressing the challenges and capitalizing on the opportunities of tomorrow's technology. Related efforts are monitored by an AI committee comprising academics, industry experts and policy-makers. 2021's TASMU Smart Qatar Program, a high-security platform that utilizes the country's Smart Nation Data Ecosystem of AI, IoT, and big data to boost efficiency in the five priority sectors of transportation, healthcare, logistics, environment, and sports, is also worth a mention. Then there are the

partnerships with names like Microsoft, Google, and Nvidia to roll out agentic AI for government services—the ceding of human decision-making to AI. Qatar's overall AI market is forecast to grow by approximately 29% to roughly USD2.2 billion by 2031, rendering the country a catalyst of regional digitalization. Progress here offers great opportunity for local capacity. To this end, Qatar's National Skilling Program, a two-hander with Microsoft, is building a local workforce of 50,000 skilled in AI and other technologies.

Given the complex technical requirements of a knowledge-based economy, it is hard to distinguish between academia and the so-called "real world." As President of University of Doha for Science and Technology Salem Al Naemi confirms, "Qatar's education strategy is distinguished by its integration of national development goals with academic innovation. The country places a strong emphasis on aligning higher education with market needs, while fostering global engagement and research capacity." The university invests heavily in the latest technologies, offering students access to over 200 advanced laboratories and simulators that replicate real-world environments, helping to ensure they are fully prepared for the demands of their future careers.

QF's Marmolejo told TBY that Education City's eight universities today generate around 50% of Qatar's scientific publications and 45% of national patents. "Also, through the Qatar Foundation Alumni Fund, graduates can seek seed funding and access networks such as Qatar Science & Technology Park, local incubators, and angel investors. Together, these initiatives empower the QF community to transform innovation into tangible impact," he noted.

With healthy investments, ever-increasing infrastructure, and a steady rotation of highly skilled graduates, it certainly seems that Qatar's investment in high tech and strategic partnerships will be paying handsome dividends over the coming years. ✖

CREATING *lasting impact*



QPSC is the first woman-led Qatari company to go public and the first Qatari educational institution to list on the stock market.

Sheikha Aisha Bint Faleh Al Thani
CHAIRPERSON & FOUNDER,
AL FALEH EDUCATIONAL HOLDING (QPSC)

1st
education group
in Qatar on stock
market

BIO

Sheikha Aisha Bint Faleh Al Thani is the Chairperson & Founder of QPSC. She also serves as a founding member of the board of Patrons of the World Congress of Muslim Philanthropists, a global network of donors, foundations, and socially responsive corporations established to advance effective and accountable giving. Previously, she served as a member of Qatar Supreme Education Council from 2006-2014. She also served on the board of directors of Reach Out to Asia from its inception in 2005 till 2016. She was chosen as one of the 500 Most Influential Muslims in the world from 2009-2024 in a book released annually by Georgetown University's Centre for Muslim-Christian understanding and the Royal Islamic Strategic Centre in Jordan. After graduating from the University of Qatar with a bachelor in education and a bachelor in English literature (with distinction), she went on to get an MBA from the University of Hull in the UK, then received a PhD from Cass Business School in the UK in corporate governance.

Can you highlight the guiding principles that have shaped Al Faleh Holding's journey under your leadership?

Though profit is essential in any business, my guiding question is always: how will this push my country forward? Qatar is still developing, and we all have a role to play in advancing Vision 2030 and beyond. We created schools that integrated our culture with the British curriculum, maintaining academic excellence alongside Islamic values. Some doubted parents would accept this model, but demand proved otherwise. We soon had waiting lists and grew to three schools. Later, I saw a gap in undergraduate and postgraduate education, and we subsequently brought in the University of Aberdeen to Qatar. It was a success from the start. We began with a few disciplines and expanded into law, cybersecurity, real estate, and more. In 2025, we introduced programs in AI, cybersecurity, and real estate to align with national needs. Aberdeen's strong real estate program offers internships from the second year, preparing students for the market. We also launched a PhD program with Aberdeen, receiving 69 applications for only 10-15 places, showing strong demand for advanced research.

How will allowing 100% foreign ownership support the holding's growth and long-term partnerships?

The decision to allow up to 100% foreign ownership aligns with the State of Qatar's investment policies and reflects the Holding's commitment to strengthening its position as a trusted and transparent public company. This step is expected to enhance the Holding's attractiveness to regional and international investors, expand its shareholder base, and contribute to greater market liquidity. Moreover, it reinforces the company's long-term strategy of fostering sustainable partnerships and supporting the continued growth and diversification of its operations in line with Qatar National Vision 2030.

What are your plans for the new British-affiliated school in Lusail and the UK postgraduate center?

“For international investors, this is the right moment to **collaborate with local partners and establish a presence in Qatar.**”

My background in real estate often intersects with education. In Lusail, Qatari Diar entrusted us with land to build a premium British-affiliated school. After more than a year of discussions with the highly selective Wellington College, we signed an agreement alongside Qatari Diar. The school, set to open in September 2027, will deliver state-of-the-art education in line with Wellington's high standards, reflecting our ambition to bring world-class institutions to Qatar. Through my real estate company, we also acquired a central London property to host executive education, an exceptional opportunity given the scarcity of such spaces. We are in talks with a UK university to launch an executive MBA program there as early as 2026.

What priorities will guide Al Faleh Educational Holding in the coming years to further support Qatar's national agenda?

Our next priority is international expansion. We have long promised a European campus focused on higher and executive education and are actively working toward it, while also exploring early opportunities in Africa. Qatar provides strong support for businesses of all sizes, and women, in particular, receive significant encouragement. The key is to align with the country's strategic plans and invest in areas where gaps exist. Ministries are proactive, licensing new programs only where needed to ensure quality and balance. The private sector must complement these efforts, working hand-in-hand with government to drive the country forward. For international investors, this is the right moment to collaborate with local partners and establish a presence in Qatar. ✖

أكاديمية قطر
Qatar Academy
Member of Qatar Foundation for Education, Science and Technology

WORLD SCHOOL
ib

"وما استعصى على قوم منال
إذا الإقدام كان لهم ركاباً"
أمير الشعراء أحمد شوقي

"Nothing is difficult for a nation
when courage is the guide."
The Prophet Muhammad



DEVELOPING *a knowledge-based economy*

In line with Qatar's national strategy, UDST is launching over 70 new programs, many focusing on cybersecurity, the aviation industry, and STEM education.

Salem Al-Naemi
PRESIDENT,
UNIVERSITY OF DOHA SCIENCE AND TECHNOLOGY (UDST)

How is the university aligning its curriculum with Qatar's future-ready workforce strategy?

At UDST, we are fully aligned with Qatar's national strategy to develop a knowledge-based economy. The introduction of new programs in areas such as AI, aviation, and STEM education reflects our commitment to preparing a workforce that is both future-ready and industry-relevant. Our approach is focused on excellence and student success. Each program is developed with direct input from industry leaders and national stakeholders to ensure that what we teach translates into real-world value. As an applied university, we don't just focus on theoretical content; we emphasize experiential learning, innovation, and job readiness. The University invests in the latest technologies and offers students access to over 200 advanced laboratories and simulators that replicate real-world environments, ensuring they are fully prepared for the demands of their future careers. We want our students to become contributors, not just participants, in Qatar's economic transformation as professionals who can think critically, lead confidently, and drive progress across key sectors.

What impact are UDST's partnerships having on bridging academic learning with real-world industry skills?

Strategic partnerships are essential to UDST's mission of building future-ready professionals. Through collaboration with industry leaders, government bodies, and international institutions, the University ensures its programs remain aligned with real-world needs and global standards. These partnerships allow UDST to integrate advanced technologies, provide hands-on learning opportunities, co-develop market-relevant curricula, support faculty R&D and attract students from across the globe. As a result, students

gain practical experience, faculty stay at the forefront of innovation, and the university continues to make meaningful contributions to Qatar's Vision.

UDST hosted a student sustainability competition. How are such initiatives strengthening UDST's innovation culture and supporting economic diversification through sustainability?

Sustainability is not just a theme at UDST; it is a principle that guides our academic, research, and community engagement efforts. The competition with Dolphin Energy is one example of how we create platforms for students to think critically, design solutions, and take action. These initiatives cultivate a spirit of innovation, responsibility, and entrepreneurship. They align with our mission to develop graduates who can support national diversification goals by driving impact across sectors, especially those tied to sustainability and the environment. We are nurturing students who are prepared to lead conversations and implement solutions that support long-term economic and ecological resilience.

What sets Qatar's approach to education and workforce development apart from other GCC countries?

Qatar's education strategy is distinguished by its integration of national development goals with academic innovation. The country places a strong emphasis on aligning higher education with market needs, while fostering global engagement and research capacity. At UDST, this vision is reflected in our applied education model, one that prepares students for high-impact careers, through experiential learning, industry collaboration, and international partnerships. We are not just graduating degree holders, but we are graduating job creators, entrepreneurs, and problem-solv-

ers who will contribute directly to the growth and diversification of Qatar's economy.

What are your strategic priorities for guiding UDST's growth and sector impact in the coming years?

Our strategic priorities are clear: to enhance academic excellence, which includes offering interdisciplinary programs, embedding emerging technologies, and aligning curricula with sustainable development goals. We are also committed to excellence in governance and operations, and we invest in innovation, entrepreneurship, and sustainability as cornerstones of our growth. UDST supports applied research with national relevance, and empowers students to lead in a global, tech-driven economy and play a meaningful role in shaping Qatar's and the world's future across sectors. As a Platinum Healthy Campus, we are also prioritizing wellbeing, inclusion, and community engagement. We aim to strengthen local and international collaborations, while attracting global talent and expanding our academic reach. In doing so, we reaffirm UDST's position as a national institution with international impact. ✖

BIO

Salem Al-Naemi joined UDST in 2018, during its transition phase from a college to a university as vice president, finance and administration, and was appointed its first president in 2021. Al-Naemi has over 30 years of experience in both the public and private sectors in organizations such as Qatar University, Statistics Department/Planning Council, Supreme Education Council, and Milaha to name a few. He has also gained international experience working as a managing director of companies in France, Germany, and India. Al-Naemi holds an MBA and PhD in computer science as well as a master's in mathematics and a bachelor's in double major mathematics and computer science.



جامعة الدوحة
للعلوم والتكنولوجيا
UNIVERSITY OF DOHA
FOR SCIENCE & TECHNOLOGY



EDUCATING FOR A SUSTAINABLE TOMORROW

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QATAR *to the world*

HBKU strengthens Qatar's global cultural and intellectual presence by promoting ethically grounded perspectives, fostering intercultural dialogue, and actively engaging in international forums.

BIO

Ahmad Hasnah is President of HBKU, a member of Qatar Foundation (QF) in Doha. Since he joined QF in 2002, he has been a key player in the development of Education City. He has served as a member of the steering committee of the Qatar National Research Fund and the QF Strategic Research Board. Moreover, he currently oversees three research institutes under HBKU. He is currently the member of QSTP board of directors and member of the QSTP executive committee. He is also the chair of the WISE Steering Committee and is on many joint advisory boards, including Weill Cornell Medicine-Qatar and Northwestern University in Qatar. He holds a master's and a PhD in computer science from the Illinois Institute of Technology, US. He graduated from Qatar University with a bachelor of science in mathematics and physics.

Ahmad Hasnah
PRESIDENT,
HAMAD BIN KHALIFA UNIVERSITY
(HBKU)

How is HBKU contributing to strengthening Qatar's cultural and intellectual presence internationally?

"Qatar to the World" is a major pillar of our strategy. It operates through several initiatives. One is to provide ethical alternatives rooted in Islamic ethics, values, and culture, ensuring that global discussions around technology, ethics, and society are more inclusive. Another is to contribute to addressing global challenges such as refugees, extremism, and intercultural dialogue through initiatives that are rooted in our cultural and religious heritage. Our publishing house plays a crucial role. We translate Arabic works into other languages to share our perspectives globally, and we translate foreign works, including Chinese novels and studies, into Arabic to enrich local understanding. We have participated in international forums, such as think-tank discussions in Colombia, to share insights on peace and intercultural dialogue. These efforts build bridges between cultures and position Qatar as a thought leader in ethical, cultural, and diplomatic discourse.

How are you addressing ethics with the emergence of AI technology?

Ethical challenges arise because faith, cultural values, and societal norms vary greatly. For example, organ transplants are prohibited in some Christian traditions, and in Islam, euthanasia is not permitted even in terminal cases. Biomedical practices cannot be applied uniformly without considering these differences. We approach AI ethics from two perspectives. First, we look at the ethical frameworks of the people who develop and operate these technologies. Second, we examine how to make the technology itself less biased. Since most AI systems are trained on datasets dominated by Western perspectives, they risk producing skewed outputs. Our work focuses on building ethical frameworks and methodologies that ensure more inclusive and fair outcomes.

How is the university advancing in the fields of medicine and precision health?

The future of healthcare lies in treating individuals based on their unique genetic and

"Qatar's key advantage **lies in its agility.**"

biological characteristics. We are working to integrate smart manufacturing with precision health to produce customized solutions. For example, instead of importing pre-designed implants that simply vary in size, we are exploring the use of 3D printing and tissue-based materials to manufacture implants tailored to an individual's genetic profile. This approach reduces the need for large inventories of standardized medical products and allows for on-demand, personalized production. We are also investing heavily in research that supports this transition, from genetic studies and diagnostics to the technologies required for smart manufacturing.

What are the key challenges and opportunities for the institution and for Qatar's education sector in the coming years?

Challenges often create opportunities. Looking ahead, Qatar's key advantage lies in its agility. Unlike older, more rigid institutions, we can adapt quickly to global changes. Our small size also allows for closer engagement among stakeholders, enabling us to act as a multicultural hub for collaboration. Another major opportunity stems from Qatar's role in international diplomacy, which opens doors for institutional partnerships worldwide. Of course, we face common global challenges economic pressures, security concerns, and geopolitical volatility, but we are fortunate to have leadership that believes deeply in investing in human capital. I always say that everything can be taken away money, possessions, even parts of your body, but knowledge cannot be taken from your mind. Building and attracting intellectual capital is the single most important investment any country can make. This is what made the US successful in the past: policies like the H-1B visa attracted the brightest minds and built a strong nation. Undermining such policies would drive those minds away. Regulation and policy remain decisive factors for success. ✖





BRIDGING *the gap*

ABP has prepared thousands of students for admission into top ranked universities in its 25 years of history.

Saheim K Al-Temimi
DIRECTOR,
THE ACADEMIC BRIDGE, MEMBER OF QATAR FOUNDATION

4.5k+
students have
graduated in 25
years,
90%
Qatari

BIO

Experienced in the field of higher education, academia, and continuing professional education, Saheim K Al-Temimi has demonstrated expertise working in the oil and gas and education sectors for over 19 years. He was director of continuing and professional education, director of marketing/PR, and assistant professor at the University of Doha for Science and Technology, in addition to various management positions at Qatar Energy since 2007. He holds an MBA from the University of Liverpool and a PhD from Qatar University, specialized in strategic management and sustainability. In 2023, he moved to his current position of Director of the Academic Bridge in Qatar Foundation.

How would you describe ABP's evolution and its impact on higher education readiness in Qatar?

The program's vision was to bridge high school students to universities, with a special focus on Qatar Foundation partner universities like Carnegie Mellon University in Qatar, Weill Cornell Medicine - Qatar, Georgetown University in Qatar, Northwestern University in Qatar, Virginia Commonwealth University in Qatar, Texas A and M in Qatar, and now Hamad bin Khalifa University. Over the past 25 years, more than 4,500 students have graduated from the Academic Bridge Program, with over 90% of them Qatari. We have many top-caliber students achieving 97% and 99% in their high school, and the main goal is to bridge students to elite universities. We work extensively with Qatar Foundation universities and many institutions outside Qatar Foundation, primarily in Qatar, US and UK. We focus on excelling students' academic performance, improving English proficiency, interpersonal skills, and college readiness. The Academic Bridge Program (ABP) offers three academic tracks designed to prepare students for success at the university level, namely science, technology, engineering, and math (STEM), social sciences, and humanities & visual arts. Each student is enrolled in the track that best aligns with their academic interests and intended university major. We provide academic support, psychological support, college counseling, and internship opportunities. We also have a special team dedicated to bridging students with special needs to universities. For regular students, we offer unique services, especially with Qatar Foundation universities. Qualified students receive dual enrollment opportunities or cross-registration with Qatar Foundation universities. Dual enrollment means receiving a conditional acceptance from universities like Carnegie Mellon, Northwestern, or Virginia Commonwealth University. Students who maintain a specific GPA at the ABP, fulfill other requirements, and after completing our one-year, have a guaranteed seat at the university. Cross-registration is similar, but without conditional

acceptance. Students take one or two classes at one of the partner universities while studying at ABP, and upon successful graduation, they receive transferable credits.

How does ABP equip students with the skills and mindset to succeed in an increasingly competitive landscape?

We focus extensively on skill-building. We have unique world-class labs and facilities. All students who join ABP gain access to Qatar Foundation services and facilities, including libraries and support facilities. We are integrating students into the ecosystem, which is important for the transition from high school to university. We have introduced new subjects such as social entrepreneurship and storytelling with digital media, which reflect market needs. We have entrepreneurs who start from the Academic Bridge Program and go to the market and university. We are also working on pathways for students who finished high school in the arts but want to pursue scientific specializations in university. We are preparing them to make that transition successfully because we prepare students for top universities, which is a unique point of the Bridge program. We do applied education beyond social entrepreneurship, leveraging the technology in teaching. Entrepreneurship is very important, and Qatar Foundation is a hub for entrepreneurs.

How do you envision your role in shaping the next generation of students in Qatar and the wider region?

We are preparing and internationalizing students, ensuring that graduates from the ABP can fit in the international environment with international qualifications, latest knowledge and top skills. Qatar is working on strategic objectives for human capital reflecting the 2030 vision, and we ensure alignment to serve the country with top caliber students. We prepare students to excel in top universities with science, applied knowledge, and skill-based learning. ✖

FROM FOUNDATION TO FUTURE

THE BRIDGE TO UNIVERSITY SUCCESS

Beyond academic readiness, Academic Bridge Program cultivates resilience, independence, and innovation empowering students for success in university and beyond.



STEM



Social Sciences



Humanities & Visual Arts



Students have access to Qatar Foundation facilities and services, such as QNL membership, QF Student Services, and other campus resources.

ABP

برنامج الجسر الأكاديمي
Academic Bridge Program
عضو في مؤسسة قطر
Member of Qatar Foundation



CONTINUING *education*

CCQ has evolved its locally embedded academic model, expanding from foundational programs to postgraduate education through international partnerships while aligning closely with labor market needs.

Khalid Mohamed Al-Horr
PRESIDENT,
COMMUNITY COLLEGE OF QATAR (CCQ)

25%

of programs fully sponsored by labor market partners

First postgraduate degree launched with top Finnish university

BIO

Khalid Mohamed Al-Horr holds a PhD in management and human resource management and a master's degree in human resource management from the University of Leeds, UK and has obtained BSc in administrative sciences and economics from the University of Qatar. Currently, he is the President of Community College of Qatar and has served as the president of Qatar Finance & Business Academy, as well as the director of Higher Education Institute at the Ministry of Education and Higher Education. Al-Horr was a part of boards and steering committees of various academic entities. He was a member of the Supreme Board, Police College; chair of Consulting Committee, Academic Bridge Program, Qatar Foundation; and member of Joint Oversight Board, Calgary University-Qatar, to name a few.

What would you highlight as the most significant academic or institutional achievements of the past year for CCQ?

We began with a strong collaboration with Houston Community College in the US, one of the largest community colleges in the country. That partnership allowed us to transfer knowledge and build local capacity. Over time, we nationalized our academic model, embedding it more deeply within Qatari society and culture. We moved from offering associate degrees to specialized diplomas, then bachelor's degrees, and most recently postgraduate programs. One of our proudest achievements in 2026 is the launch of our first postgraduate degree in collaboration with the University of Jyväskylä, a leading Finnish university, ranked among the top 50 globally in education, and Qatar Career Development Center, a leading national center established by Qatar Foundation. Another major achievement relates to our close alignment with the labor market. Today, 25% of our programs are fully sponsored by labor market partners. These programs are designed based on our partners' needs, are financially supported by them, and linked to direct employment opportunities for graduates. This model ensures that our offerings remain relevant and that workforce development directly supports national industry needs.

What specific labor market trends or sector needs have you addressed through these partnerships?

We offer programs across multiple qualification levels, from certificates to diplomas, bachelor's degrees, and postgraduate qualifications. At the certificate level, in partnership with the Ministry of Education and Higher Education, we offer a certificate in early childhood education to prepare teaching assistants for children aged three to nine. At the diploma level, we have a 60-credit-hour program developed with the Ministry of Endowments and Islamic Affairs to prepare community leaders and imams. Another diploma program, developed with the Customs Authority, prepares customs officers for operational duties. At the bachelor's level, we are currently designing a program in border securi-

ty and customs management in collaboration with the same authority. The new postgraduate diploma is in academic and career advising, with the first cohort fully sponsored by the Ministry of Education and Higher Education. This program prepares graduates to serve as school counselors, university advisors, and professional workplace counselors.

How does this new postgraduate diploma support upskilling and reskilling within key sectors?

The counseling diploma addresses a critical gap in the region. Arabic-language counseling programs are rare, not only in Qatar, but across neighboring countries. We partnered with a top Finnish university to ensure international quality standards and curriculum design. At the same time, we collaborated with Qatar Career Development Center to incorporate local expertise and adapt global best practices to the Qatari context. The first cohort consists of 22 participants, all current Ministry employees. This illustrates that the program focuses on upskilling existing professionals rather than merely creating new job opportunities. It strengthens institutional capacity while supporting individual career advancement.

What are CCQ's main priorities for 2026?

CCQ was established by Emiri decree with three core objectives: to prepare students with qualifications that enhance their employability, to meet Qatar's workforce needs, and to support lifelong learning within the labor market. Our priority is to remain faithful to this mandate while innovating in delivery and partnerships. We will deepen collaboration with industry to ensure program relevance and expand agreements with academic institutions to provide students with flexible progression pathways. Our goal is to offer distinctive programs, rigorous vocational training, and multiple academic transfer options so students can continue their education within CCQ or at other universities. By strengthening both industry and academic partnerships, we ensure that CCQ remains a dynamic pillar of Qatar's education and workforce development strategy. ✖





DESIGNED *to succeed*

VCUarts Qatar has been part of Qatar's story for 27 years as the first university established in Qatar Foundation's Education City.

Amir Berbić
DEAN,
VIRGINIA COMMONWEALTH UNIVERSITY
SCHOOL OF THE ARTS (VCUARTS) IN QATAR

27

years shaping
Qatar's creative
landscape as
Education City's 1st
university

BIO

Amir Berbić is a graphic designer whose work explores the identities of place through collaborations with cultural organizations, arts institutions, and publishers. Before becoming Dean of VCUarts Qatar in 2019, he was a tenured professor and chair of graphic design at the University of Illinois at Chicago (UIC), where he also served as associate dean of the College of Architecture, Design and the Arts and acting director of the School of Design. From 2015–2018, he was vice president and co-chair of education on the AIGA Chicago board of directors. Earlier, he spent a decade on the faculty of the American University of Sharjah. Berbić completed a BFA in graphic design at UIC and an MFA in visual communication at the School of the Art Institute of Chicago. His work has appeared widely in publications, conferences, exhibitions, and in the permanent collection of the Art Institute of Chicago.

What new academic initiatives are you introducing to respond to changing market needs?

One of our recent exciting developments is the introduction of a new program in kinetic imaging, which serves as an umbrella for disciplines such as video, animation, sound art, interaction, game design, computational design, among others. These creative domains have always been represented at the school, but this is the first time we have brought them together into a dedicated degree program. The demand for new content in digital media is immense, and this program addresses that need. We are now welcoming our second cohort, and it has quickly become a highly dynamic academic offering. Being based in Education City also gives us tremendous opportunities for collaboration across QF partner universities. We have a joint minor in film and design with Northwestern University in Qatar, and students regularly cross-register across other institutions. We are also exploring the creation of an interdisciplinary program that would allow students to combine the arts with fields such as business and entrepreneurship, computer science, communications, international affairs and global studies, sustainability, or health.

How do academic and research efforts connect to industry and the wider economy?

Over the past five years, we have seen tremendous growth in research. We established the Institute for Creative Research, which now includes around 14 labs covering a wide range of areas in arts, design, and beyond. Interdisciplinarity is at the heart of this model. Our liberal arts and sciences department contributes expertise in fields such as natural and social sciences, language, and creative writing, enriching the research environment. At the same time, the labs collaborate actively with faculty and students from other partner universities in Education City and with researchers

“Our impact is rooted in Qatar, yet actively **connected to the world.**”

on VCU's main campus in Richmond, Virginia. These cross-institutional collaborations broaden the scope of inquiry and connect our work to global conversations in both academia and practice. Our research labs are faculty-led, but involve students and graduates in meaningful ways, giving them active roles as researchers. Some labs focus on technology and the arts, others on areas such as Arabic typography or intangible heritage, which is particularly important in this region where cultural knowledge is often transmitted orally. This ecosystem of academic programs and research has fueled creativity, collaboration, and innovation at the heart of our institution. Our graduates already play important roles in a range of industries in Qatar. Interior design students, for instance, contribute to the design of residential, commercial, and cultural spaces, as well as retail environments, workplaces, and hospitality settings, helping to shape how people experience the built environment. Graphic design graduates contribute to branding, marketing, publishing, event, and cultural industries. Similarly, our art history graduates are directly impacting the thriving museums sector, working as curators, collections managers, writers, and researchers. Beyond existing industries, many of our graduates are pioneering new paths by starting their own companies, brands, and initiatives, or as independent artists. Partnerships with local cultural and industry actors are essential to this. We collaborate closely with organizations like the Qatar Museums and its many entities, the Doha Design District, Msheireb Museums, and Qatar Olympic Committee, to name a few. These partnerships take many forms: joint classes, research collaborations,

shared events, and major initiatives such as the Design Doha Biennale, where our Tasmeeem conference will be embedded. We actively fuel cultural and creative industries by nurturing talent and fostering these collaborations.

How does the university engage with the global design and arts community?

Our impact is rooted in Qatar, yet actively connected to the world. Faculty and students regularly present at major international platforms. For example, they exhibited at the London Design Biennale and Ars Electronica in 2025, showcasing Qatar's creative work alongside global institutions. This dual focus of local relevance and global engagement strengthens cultural exchange, allowing us to share and learn while reinforcing Qatar's identity internationally. Global and local dynamics work together; many challenges, like sustainability, are shared.

How do you see VCUarts Qatar continuing to contribute to the country's development?

The World Cup period was incredibly exciting, and our community played a role in different ways. Our graduates designed the official poster, led marketing campaigns, contributed to cultural programming, produced music videos and soundtracks, and volunteered extensively. When a country takes the global stage, the initial focus tends to be on its impressive infrastructure, but attention quickly turns to cultural production. That is where we come in. For 27 years, we have been cultivating generations of artists, art historians, designers, and cultural producers who shape the country's creative identity. We aim to keep nurturing talent that fuels industries, drives cultural production, and engages globally. Our alumni already hold key positions, such as leading branding at the Qatar Olympic Committee or contributing to the FIFA World Cup. ✖

—
New kinetic imaging program: video, animation, game design, AI, digital media

—
Institute for Creative Research:

14

labs spanning arts, design, and sciences

VIRGINIA COMMONWEALTH UNIVERSITY SCHOOL OF THE ARTS IN QATAR



BACHELOR OF ARTS (BA)
Art History

BACHELOR OF FINE ARTS (BFA)
Graphic Design
Interior Design
Kinetic Imaging
Painting + Printmaking

MASTER OF FINE ARTS (MFA)
Design

vcuarts
QATAR

www.qatar.vcu.edu



DRIVING *transformation*

HEC Paris, Doha, offers a full range of executive programs to individuals and organizations across the region, helping to build Qatar's economic resilience.

Joshua Kobb
SENIOR EXECUTIVE DIRECTOR OF PARTNERSHIPS AND GROWTH,
HEC PARIS, DOHA

HEC Paris marks

15

years in Qatar

Over 1,500
participants have
completed programs

BIO

Joshua Kobb is the Senior Executive Director of Partnerships and Growth at HEC Paris, Doha and a member of its executive committee. He joined HEC Paris in 1998, where he was instrumental in the internationalization of the MBA program and executive education. He led the project to establish the partnership with Qatar Foundation. Following a break of several years where he worked with institutions including Harvard Business Publishing, Baruch College and Zhejiang University, he returned to Doha in 2021 to lead the expansion of HEC's impact in Qatar and across the region. Kobb holds an MA in international policy studies, a BA in psychology and is currently pursuing a PhD at Hamad bin Khalifa University.

How will HEC Paris's 15-year milestone shape its new strategic roadmap, particularly in supporting Qatar's knowledge-based economy?

Celebrating 15 years in Qatar is a significant milestone for us. We have had more than 1,500 participants enrolled in our degree programs, and we measure our impact through them. Participants not only take away world-class knowledge and gain transformational skills but also build lifelong connections from their HEC Paris experience to ultimately drive impact within the companies, organizations, and communities to which they belong. When we see our community together, it is a visible reflection of 15 years of impact, which aligns with our mission in Qatar: driving transformation. We are a higher education institution, invited to support the national transition toward a knowledge-based, diversified economy. That transformation happens through people, the very ones we train and develop. Looking ahead, our focus is on expanding our presence across the region, enhancing our impact in Qatar not only through education, but also through knowledge creation. Access is another goal, where we intend to provide opportunities for more individuals and organizations to engage with HEC Paris, from women leaders to global professionals in sports, the arts, and beyond. The next decade is about growth, impact, and deeper engagement.

How is HEC Paris, Doha making growth, impact, and community access more tangible, and through which strategies or channels in the region?

Part of that is organizational. One of our units in Doha is community engagement, and we are expanding it. Originally, it focused on alumni, who remain critical stakeholders. Now, it also connects with wider organizations that share our mission and objectives and are part of the national vision ecosystem. Community engagement helps us reach youth populations around leadership, entrepreneurship, and innovation, and areas that young people often perceive as distant or

irrelevant. We are also advancing women's leadership within our own programs, with women representing 40% of the executive MBA cohort in Doha in 2026, reflecting our focus on developing diverse leadership. Entrepreneurship is a pillar for us, and the unit allows us to participate in conferences, workshops, and competitions. Growth has been fundamental for the HEC Paris, Doha since our arrival in Qatar in 2010, and we have been quite successful in establishing our presence here, serving both individuals seeking to develop professionally, as well as organizations seeking to develop their talent to address business challenges.

How is HEC Paris redesigning curricula to meet evolving leadership demands in Qatar?

We continuously evolve our curriculum to remain closely aligned with the changing leadership demands in Qatar and the region. Our EMBA is continuously refined through regular program reviews and participant feedback, ensuring it remains both relevant and impactful. We combine global academic excellence with strong local relevance by integrating regional case studies and real-world business challenges into the learning experience. This approach is further strengthened through our custom corporate programs, which are designed around the specific priorities of organizations operating in Qatar. A key example of our agility is the launch of the Emerging Leaders track, developed and tested in Doha to address the needs of younger, high-potential professionals who were previously underserved. With an average age of 29, this track supports a new generation of leaders, and the program draws on regional insights while maintaining global standards. This year we have also expanded our offering of EMBA specializations, so we now deliver four specializations in the region, reflecting the importance of the GCC to the EMBA program. One of these specializations focuses on scaling enterprises, which is highly relevant in our regional context. ✖





GLOBAL *education*

CMU-Q is a satellite campus of Carnegie Mellon University in Education City, Doha, Qatar. It began graduating students in May 2008 and has since awarded over 1,4000 degrees.

Michael Trick
DEAN,
CARNEGIE MELLON UNIVERSITY IN QATAR (CMU-Q)

First Middle East campus to earn the international Green Flag Award

93%
of graduates secure first job in Qatar's economy

BIO

Appointed in 2017, Michael Trick has propelled CMU-Q through a period of remarkable growth. Under his guidance, the campus expanded its research, course offerings, and launched Qatar's first bachelor of science degree in AI. Trick joined the Carnegie Mellon faculty in 1989 after earning his PhD at Georgia Tech, US. He holds the Harry B. and James H. Higgins Professor of Operations Research chair. Before his appointment as dean, he served in several key leadership roles at CMU's Tepper School of Business, including associate and senior associate dean positions. He is a fellow and past president of both INFORMS and IFORS.

How do you measure the impact the campus has had on Qatar's educational journey?

Our success can be measured first and foremost through our alumni. We now have more than 1,400 graduates, and as the earliest cohorts have passed the 15-year mark in their careers, many are rising into influential roles across government and industry. Their Carnegie Mellon education is directly shaping Qatar's domestic capabilities and competitiveness. While our primary mission is to educate Qataris and residents, around 25% of our students are international. They are not simply good students; they are often the best in their entire country. This mix creates a unique, high-performance learning environment, and 93% of our graduates who enter the job market secure their first role in Qatar. That means immediate and sustained impact on the knowledge economy. Research excellence is another key pillar. Our 55 faculty members are deeply involved in applied research that responds to national and regional needs. For example, we are advancing the use of drones in agriculture, and developing improved pedagogy models. Finally, Education City has evolved significantly. What began as a group of individual branch campuses has progressed into Her Highness Sheikha Moza's vision of a unified multiversity. We work closely with our partner universities, including Georgetown, Northwestern, VCUarts, and Weill Cornell Medicine, as well as Hamad Bin Khalifa University, to offer joint minors, cross-registration, and collaborative research.

CMU and Qatar Foundation (QF) just signed a new contract to extend a long-standing partnership. How do you see the campus growing and evolving over the next decade?

One of the most important changes is controlled enrollment growth. In 2025, we received more than 3,000 applications for just 115 places. We are now expanding to welcome 140 students annually. It may sound modest, but 25 additional students translate to 100 more people on campus, increased energy, and greater impact. This growth brings additional faculty, staff, and student

support services, enhancing the entire learning ecosystem. We are also receiving increased research funding, enabling us to expand in areas where we have proven strength, especially in undergraduate-driven research. While we do not offer local graduate programs, our faculty actively integrate undergraduates into research pathways with high real-world relevance. We are adding clarity and focus around priorities that matter to QF and the country, such as strengthening Arabic language capabilities. Even as an English-language institution, we offer targeted Arabic learning opportunities, including professional Arabic courses for Qataris who have not used the language in business settings. The new contract also encourages stronger external engagement. We have built an exceptional internal learning environment, and increasing professional education offerings and industry partnerships will extend our reach into the broader economy and public sector.

What's CMU-Q contribution to sustainability and community engagement in Qatar?

Within our community, we aim to model responsible behavior. We were the first institution in the Middle East region to receive the international Green Flag Award. We maintain a community garden, continuously strengthen recycling efforts, and implement campus-wide sustainability practices. Externally, sustainability themes guide our educational outreach. Competitions such as hackathons are increasingly centered on environmental problem-solving. Our Lifelines initiative, for example, challenges students to develop digital tools that improve community well-being, sustainability, and humanitarian outcomes. Select faculty focus their research in these areas as well. Community engagement more broadly is a growing focus. Our Dean's Lecture Series brings senior government and business leaders to speak with public audiences. Faculty-led workshops are now offered both on campus and at the Civil Service Bureau, often drawing more than 200 participants. Our Hamad bin Jassim Center for K-12 Computer Science Education has introduced more than 10,000 young learners to computational thinking. ✖



Ivan Ninov
EXECUTIVE DEAN,
AL RAYYAN INTERNATIONAL UNIVERSITY
COLLEGE (ARIU) IN PARTNERSHIP WITH
THE UNIVERSITY OF DERBY

BIO

Ivan Ninov is the Executive Dean of ARIU in partnership with the University of Derby. As executive dean, he oversees all academic, administrative, financial, and support operations of the university. Ninov has extensive international experience, having lived and worked in Europe, the US, Dubai, and Qatar. His expertise includes strategy formulation and implementation, as well as quality assurance and improvement. He serves on the board of directors of the International Centre of Excellence in Hospitality and Tourism Education and is treasurer and executive committee member of EuroCHRIE. He also serves as editor and reviewer for academic journals and conferences.

How would you describe ARIU's role in the educational offer in Qatar?

Beyond quality, it is our culture. We operate as a close-knit community where every student is known by name, not just as a number. Our open-door policy ensures that students can approach faculty and administration freely, which promotes trust and engagement. This family-like environment is rare in larger institutions and is highly valued by our students. Our current campus occupies the first six floors of a business tower in the Westbay area. It includes classrooms, auditoriums, a library, computer labs, and student recreational facilities. While it is a temporary solution for the next five to six years, we plan to move to a purpose-built campus in the future. We have signed agreements and established partnerships with universities in Europe, US, and Asia and we hope to welcome more international students in the future.

How did hosting two major international conferences help elevate Qatar's and your institution's

profile globally?

In EuroCHRIE's 40-year history, 2024 marked the first time the conference was hosted in Qatar. It had only been twice held in the Middle East, in Dubai. We were proud to become the second host in the region. The event brought together educators from more than 36 countries, offering them a first-hand look at Qatar, our institution, and our students. For us, the significance went beyond the conference itself; it was about raising awareness and creating personal experiences that no website or brochure could replicate. This aligned directly with Qatar's broader ambition of internationalizing its education sector. Equally important was our hosting of the annual event of THE-ICE, the most reputable accreditation agency for hospitality and tourism programs worldwide. With around 40 accredited programs globally, this event had never before taken place in Qatar. Our motivation in organizing these two events was clear: to raise the international profile of both Qatar and our institution. ✖



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Carnegie Mellon University attracts a certain type of student: motivated, inventive and driven to make a difference. Students come to Carnegie Mellon to learn, create and innovate in a nurturing environment. They leave with the passion, connections, credentials and lifelong friends who will help them change the world.

Artificial Intelligence Biological Sciences Business Administration Computer Science Information Systems

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Image: Siro Carnevalino



Greta Holtz
PRESIDENT & CEO,
AMIDEAST

BIO

Greta Holtz is the President & CEO of Amideast. Previously, she was US Ambassador to Oman, Chargé d'affaires in Qatar, and the minister-counselor for provincial affairs in Baghdad. She has served in Saudi Arabia, Yemen, Tunisia, Syria, and Türkiye. Holtz was the deputy assistant secretary of state for strategic communication in the Bureau of Near Eastern Affairs, principal deputy assistant secretary in the Bureau of South and Central Asian Affairs, senior foreign policy advisor to the US Special Operations Command, and chancellor of National Defense University's College of international security affairs.

How are you innovating to sustain US-Qatar academic collaboration?

Amideast advances US-Qatar collaboration through new exchange models, performance-based employability initiatives, and purpose-built virtual platforms that support Qatar's Vision 2030. As a designated J-1 visa sponsor, we can place Qatari interns and trainees in US organizations across diverse fields of study such as STEM, healthcare, clean energy, finance, media, hospitality, and skilled trades, while ensuring full regulatory compliance and structured learning plans. We also support research scholars who independently secure research fellowships and other qualifying opportunities at US institutions and organizations. Beyond supporting formal international study experiences, we can curate study tours and facilitate interactions from our Washington, DC headquarters that convene Qatari leaders with their US counterparts, assisting both sides share innovations in teaching, technology, and research. We also offer education abroad programs for US-based students and practitioners that have the potential to create synergies

between US and Qatari academic institutions.

How will you foster broader inclusion in Qatar's educational ecosystem for underserved groups?

Inclusion is a core principle for Amideast and it spans gender, disability, geography, and socioeconomic background. We design accessible training and support services, and we also run programs specifically designed to expand opportunity for people with disabilities, including university accessibility centers in Egypt; language and arts exchanges in Yemen, the UAE, and Tunisia; and tailored workforce development programs in Egypt and Jordan. We take the same approach to women's economic participation, whether through technology upskilling hubs or sector-specific English courses, all in an effort to ensure women can convert education into employment. Our scholarship cohorts include high school and university students with disabilities from across the region and the US, and our compliance, safeguarding, and monitoring frameworks assist institutions mainstream inclusion rather than treat it as a side project. In Qatar, we aim to collaborate with ministries, universities, community organizations, and employers so that inclusive design is built into recruitment, training, assessment, workplace readiness, and job placement from the outset. ✖



Ahmad Gaber
CEO,
BRITISH EAGLES

How does British Eagles position its business model to diversify its revenue sources and contribute to Qatar's economic resilience?

Human capital is a key success factor for any organization, and we help clients recruit, train, and retain the right people. Our core services include preparing feasibility studies and business plans for companies seeking to start or expand operations. We deliver detailed financial analyses, identify risk factors, and help clients secure funding from banks or alternative sources. We are also preparing to launch IPO advisory services in Qatar to support growing enterprises. For startups, we emphasize building prototypes or pilot projects to attract investor confidence and funding. Once validated, we guide them in accessing capital through banks, venture funds, or public initiatives. Entities such as Qatar Development Bank and Qatar Foundation play an essential role in this ecosystem, and we work closely with clients to meet their requirements and secure the support needed to scale.

Considering the evolving regulatory landscape, what strategic priorities will define British Eagles' growth and value-creation over the next few years?

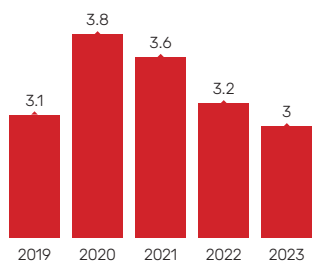
In Qatar, our main focus remains on financial advisory, feasibility studies, and business planning, helping clients adapt to market changes and access financing through banks or investment channels. We are also expanding in education, offering specialized courses to strengthen corporate governance and local talent development. Regionally, we are growing in Saudi Arabia and Egypt, where demand for our services is increasing. Across all markets, our goal is to deliver data-driven, technology-enabled solutions that ensure our clients' sustainability and profitability. Education is our top priority, as it is the foundation of sustainable economic development. We aim to help open new schools and universities in Qatar by facilitating financing and providing strategic planning support. We are also focusing on manufacturing and industrial projects to reduce import dependence and strengthen local production capacity. Encouraging the growth of factories, including in advanced sectors such as electric vehicles and batteries, will help Qatar diversify its economy and increase resilience amid global supply chain shifts. ✖

BIO

Ahmed Gaber is a seasoned banking expert with over two decades of experience in senior managerial roles. He holds a doctoral degree and an MBA from Durham University in the UK. His knowledge and expertise in the financial sector have contributed to the success of British Eagles. Highly regarded for his exceptional leadership skills, strategic vision, and decision-making acumen, Dr. Gaber plays a crucial role in shaping British Eagles' path towards sustainable growth. In addition to his role at British Eagles, he is also the Director of Cambridge Business Academy in the UK.

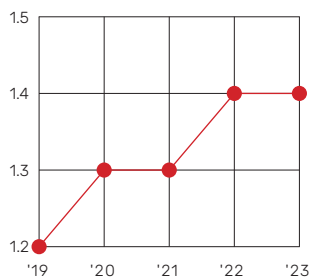
HEALTH EXPENDITURE (% OF GDP)

SOURCE: WORLD BANK



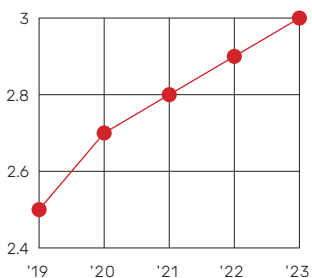
HOSPITAL BEDS (PER 1,000 PEOPLE)

SOURCE: WORLD BANK



PHYSICIANS (PER 1,000 PEOPLE)

SOURCE: WORLD BANK



A medical facility and research center in Doha



Image: ibrahim.kunni

Health & Wellness

FROM POLICY *to patients*

QATAR'S HEALTHCARE SECTOR is undergoing a strategic transformation, driven by robust public investment, expanding private participation, and a national policy framework that prioritizes innovation, integration, and clinical excellence. In 2025, the government allocated QAR22 billion to healthcare approximately 10.5% of the total budget, underscoring its commitment to building a resilient, accessible, and technologically advanced health system. This investment supports the goals outlined in the Ministry of Public Health's National Health Strategy, which emphasizes preventative care, sustainable delivery models, and the adoption of smart technologies to improve outcomes and efficiency.

Market projections reflect the sector's upward trajectory. The hospital segment is expected to generate approximately USD2.26 billion in revenue in 2025, with a compound annual growth rate of 5.94% through 2029. This suggests a 2026 market size of around USD2.4 billion, driven by infrastructure expansion, increased patient volumes, and the rise of medical tourism. By 2029, the market could reach USD2.85 billion, supported by sustained investment and policy continuity.

One of the most significant developments in the public sector has been Hamad Medical Corporation's (HMC) partnership with four private hospitals to deliver services to Qatari citizens. This initiative is designed to reduce waiting times and optimize patient throughput by leveraging private sector capacity to meet public demand. It reflects a broader shift toward hybrid service models, where public-private collaboration enhances access and quality without compromising equity. In a recent conversation, Mohammed bin Khalifa bin Moham-

med Al Suwaidi, Managing Director of Hamad Medical Corporation, told TBY, "We strengthened our focus on delivering the best possible care while improving efficiency across the system."

The ministry has also accelerated its digital health agenda, with smart hospital infrastructure, integrated mental health services, and data-driven care coordination emerging as key priorities. These efforts aim to streamline service delivery, improve patient experience, and support long-term sustainability.

The private healthcare ecosystem is responding with agility and ambition. At Qatar Medicare 2025, over 100 local and international companies showcased innovations in digital health, hospital automation, and AI-powered diagnostics. This event highlighted the sector's appetite for global partnerships and cutting-edge solutions, positioning Qatar as a regional hub for health technology and specialized care. Private hospitals are not only expanding capacity but also aligning with national goals through service integration and clinical excellence programs. Qatar Development Bank continues to support SMEs and start-ups in health tech, reinforcing the role of entrepreneurship in diversifying service provision and enhancing system resilience.

Moving forward, the sector is poised to deliver on its strategic promise. With integrated care models, smart infrastructure, and a growing private footprint, the system is evolving toward a future defined by quality, innovation, and inclusivity. The convergence of public ambition and private capability marks a pivotal moment in Qatar's journey to becoming a regional leader in healthcare delivery and innovation. ✖



PROVIDING *care*

HMC is Qatar's largest provider of specialist healthcare services, delivering the majority of the country's secondary and tertiary care.

BIO

Mohammed bin Khalifa Al Suwaidi was appointed Managing Director of HMC in 2024. He brings extensive leadership experience across projects, operations, and supply chain management within large national institutions. Prior to HMC, he served as CEO of Aspire Zone Foundation and held senior leadership roles at Qatar Foundation. He holds a bachelor's degree in business administration, an executive MBA from the UK, and completed the senior management leadership program at the University of Oxford. At HMC, Al Suwaidi has focused on expanding access to care, strengthening private sector collaboration, and advancing sustainability and value-driven performance while upholding the highest standards of quality and patient care.

Mohammed bin Khalifa Al Suwaidi
MANAGING DIRECTOR,
HAMAD MEDICAL CORPORATION
(HMC)

How is HMC enhancing capacity, efficiency and care pathways to sustain high performance at scale?

Over recent years, we have expanded our HMC network significantly and now deliver care through 15 hospitals, multiple specialist facilities and national services including ambulance and home healthcare. As demand increased in 2025, we strengthened our focus on delivering the best possible care while improving efficiency across the system. We strengthened collaboration with key healthcare partners to improve care pathways and maximize national capacity, helping patients access treatment faster while ensuring HMC focuses on its core scope as a specialist provider. The partnerships facilitated referrals to selected private hospitals, closer coordination with Primary Health Care Corporation, and expanded partnerships with Sidra Medicine to support more integrated care across Qatar. Hospital occupancy also increased across our network, reflecting higher utilization of capacity and improved performance. We achieved this by standardizing key patient pathways and reducing length of stay for common conditions, supporting safer, more efficient care delivery. A major milestone has been the launch of the Corporate Flow Center, which acts as a central hub to improve patient flow using real-time data, analytics and centralized bed allocation. This helps speed up admissions, discharges and transfers, and ensures we maximize bed capacity across our facilities. We also improved surgical access and efficiency, with operating room utilization increasing through better space use and workforce allocation. In 2025, we established the corporate perioperative and operating theater management committee to strengthen coordinated theater operations across the network, enabling services to improve theater utilization and productivity, helping patients access surgery sooner.

What are HMC's core strengths and position within the healthcare sector, and how is the organization building on these strengths to maintain clinical excellence?

Our role in the healthcare sector is defined by specialist expertise, advanced capabilities

and the scale needed to deliver complex care safely and consistently for the population. Our core strengths include highly advanced specialist services such as stroke, trauma and emergency care, cancer, diabetes and cardiology, supported by expert multidisciplinary teams and modern clinical pathways. We also continue to strengthen quality and safety across our system through international accreditation and strong governance, ensuring we meet and exceed many global benchmarks for specialist care. Alongside this, we are investing in advanced medical technology to support accurate diagnosis, effective treatment and better outcomes. As demand grows, we are building on these strengths by driving consistency in clinical standards across all sites and ensuring patients receive the same high-quality specialist care wherever they enter our system.

How is HMC improving access to care, while enhancing the overall patient experience across its hospitals and specialist services?

Improving access to care and enhancing the patient experience remain key priorities for us. We are strengthening the ways patients can reach the right service quickly, while making their healthcare journey simpler, more supported and more convenient. We continue to expand access through dedicated helplines that connect patients directly with trained healthcare professionals who can provide guidance, expert medical advice and reassurance when it is needed most. We are also extending care beyond hospital settings through our Home Healthcare Service and Hospital at Home model, providing hospital-level care for eligible patients in their homes. This supports patient comfort, continuity of care and a better overall experience for families. In addition, we are bringing specialist services closer to patients by running HMC clinics in Primary Health Care Corporation health centers, including clinics for mental health and dialysis. We have also expanded practical access services such as home medication delivery and virtual consultations. Each year, we deliver over 250,000 virtual consultations across multiple specialties, helping patients access specialist expertise from home. ✖



FIRST *aid*

Over the past decade, PHCC has opened 16 state-of-the-art health centers offering more clinics, staff, and specialized and urgent care services, easing pressure on hospitals and ensuring timely treatment closer to home.

Dr. Mariam Abdulmalik
MANAGING DIRECTOR,
PRIMARY HEALTHCARE CORP (PHCC)

How do you encourage individuals to take an active role in their own health through self-care, awareness, and personal responsibility?

At Qatar's PHCC, our goal is to be the first choice for clients in the country by focusing on prevention, early detection, and timely treatment. Empowering individuals to adopt healthier behaviors is central to our mission. We rely heavily on communication campaigns and digital channels to reach people where they are. Beyond communication, we actively reach out to patients through structured community groups. Since 2014, we have operated the Patient Advisory Family Group, known as PFAG, with representatives who reflect the community's needs. At the corporate level and the level of individual health centers, we have "Friends of the Health Center" groups that help us share progress, challenges, and plans. These groups have contributed meaningfully to our strategy development, technology initiatives, and even the design of new health centers. Their insights help us refine patient flow, improve service experience, and ensure our services are aligned with what the community actually needs.

How do you see PHCC's evolving role within the country's broader healthcare ecosystem, particularly as population needs and expectations continue to grow?

With rising demand driven by population growth, we have built a geographically distributed network that now receives more than 1.8 million visits per year, including a growing share via virtual consultations. This network is essential not only for treatment, but also for prevention. We continuously analyze population data, such as age groups, gender distribution, and health trends to adapt our services. Our home-care program supports patients aged 60 and above with multiple chronic conditions, providing home visits and medication delivery. Children and adolescents are another priority: we offer maternal care during pregnancy, administer most national vaccinations starting at two months of age, and coordinate closely with Sidra Medicine when needed. Our family medicine model delivers holistic care by addressing physical, psychological, and

social needs across all age groups. This ensures continuity of care, particularly for patients with chronic diseases who benefit from consistent follow-up by the same medical team.

How are you addressing mental health and well-being within the framework of preventive care?

Qatar is among the first countries to integrate mental health services directly into primary care, following WHO recommendations. Mental health cannot be separated from physical health. In the family medicine model, we address biopsychosocial needs; meaning the medical, psychological, and social elements of a person's wellbeing. We began mental health integration in three health centers, and now nine centers offer these services. Family medicine graduates are trained to detect common mental health conditions such as anxiety and depression, and specialized care is available when needed. Tackling stigma is a major part of our effort. We want mental health to be openly discussed, normalized, and treated early.

What are your priorities in supporting the National Health Strategy and the overall country's agenda?

One of our priorities is strengthening the workforce through international exchanges, training, and exposure to new models of care. Prevention remains central to our approach, as does expanding collaboration in areas such as complementary medicine and mental health. We want the community to see mental health as a normal part of wellbeing, free of stigma, and to feel comfortable seeking support. We also continue to pursue international accreditation across the organization to ensure our services meet global standards. At the same time, we are studying health literacy in Qatar to better tailor patient education and help people become active partners in their own care. Our message is clear: we are committed to supporting a healthier society by 2030. We encourage the public to learn about and use the wide range of services we provide. Building trust is essential, and we are working to communicate more effectively so people understand the value we offer. ✕

16

state-of-the-art health centers opened in the last decade

Over 1.8

million patient visits recorded annually

BIO

Dr. Mariam Ali Abdulmalik is the Managing Director of Qatar's PHCC, overseeing a network of 31 health centers serving the majority of the population. With over 27 years of experience in clinical practice, healthcare leadership, and strategic development, she has played a pivotal role in transforming Qatar's primary care system into a globally recognized model. A senior consultant in family medicine, Dr. Malik holds an Arab Board certification, an academic fellowship from the University of Toronto, and an MBA. She has led national health strategies, introduced innovative programs, and achieved international accreditation for PHCC. Her expertise spans governance, quality improvement, operational excellence, and digital health transformation, ensuring accessible, patient-centered care for all.

CARBON AND SILICON *in healthy balance*

Where innovative healthcare is concerned,
Qatar has earned a seat at the high table.

AMID THE IMPLEMENTATION of smart treatments, robotics and remote surgery today's medical sector is enabling the hyper-personalization of patient treatments. New devices like wearable monitors for real-time assessment and early detection systems provide greater clinical efficiency. Medicine delivery, too, is displaying the smarts. Ahmed Al Mohannadi, vice chairman of QLife Pharma, told TBY of his firm's nano-technology based Silver Nano project, earmarked for commercial launch in early 2026, which improves the absorption rates of medicines in the body. "This product was developed locally, using technology-transfer know-how and external validation to ensure international standards," he said. It is clear, then, that leading medical facilities are not just venues for healing, but for technological and medical breakthroughs.

This is certainly the case in Qatar's medical arena, where for example, the Qatar Chamber puts the medical devices market annual growth at over 10%. This growth is fueled by national initiatives showcasing digital health, while local innovation advances its capabilities. Meanwhile, dedicated medical events like Qatar Medicare 2025 boost the country's international prestige in med-tech realizing Vision 2030's goal of becoming a regional hub for tech-driven healthcare.

The sophisticated advances mentioned above respond to factors like Qatar's population growth, the state's aggressive attack on chronic conditions like diabetes, heart disease, and obesity, and in broader terms the comprehensive rollout of the smart society. And then there is the lucrative medical tourism market to consider. In lockstep with the National Vision is Qatar's National Health Strategy 2030, the blueprint for innovation-driven efficiency, whereby the Ministry of Public Health is digitally integrating hospitals, clinics, and diagnostic centers for a seamless flow of patient data between medical institutions. This system comes into its own where timing and prediction are considerations.

In October 2025, the nation hosted an event to spotlight its healthcare vision, attended by key figures such as Minister of Public Health Mansoor bin Ebrahim bin

Saad Al Mahmoud. The Minister reviewed Qatar's national precision-medicine strategy, which over the past decade has given rise to the Qatar Biobank, the Qatar Genome, high-performance computing, advanced clinical labs, and a growing team of scientists, clinicians, and data specialists. He underlined, too, the nation's, "transition from research into clinical implementation [...] allowing discovery to move from the lab to the bedside."

Another exemplar of Qatar's medical sector is The View Hospital, an affiliation between Estithmar Holding subsidiary Apex Healthcare, and the US Cedars-Sinai hospital. The View provides primary, secondary and tertiary healthcare services, but moreover, performs minimally invasive surgery and imaging during operations. In February 2025, the facility hosted the Innovations in Robotic Surgery symposium where over 200 medical professionals from the GCC and international specialists explored advances in robotic surgery. Applications noted as being of particular relevance to Qatar are robotic pelvic floor and bariatric procedures, as well as robotic obesity management and robotic gynecology.

Additionally, hackathons are a popular vehicle for brainstorming hi-tech issues across many sectors, healthcare included. In November, Qatar University held its own Health Hackathon 2025 in collaboration with the Qatar Research, Development, and Innovation Council, and Qatar Development Bank, alongside strategic healthcare and tech contributors. At a final ceremony on December 10, on the sidelines of Doha's AI World Summit, the top 10 projects were evaluated by a panel of national and international judges, with awards going to the top three teams in each of two tracks, namely Spark, for early-stage innovative ideas, and Launchpad, for projects primed for implementation.

Whatever the sector, a hallmark of economic diversification is the shift away from consumption to local innovation. In healthcare, Qatar's dedicated events and collaborations with international hospitals and institutions confirm progress on that front. And as the thin line between science and science fiction in the med-tech arena continues to narrow, Qatar finds itself center stage. ✖



REGIONAL *healthcare*

Apex Health has transformed from establishing a leading private 250-bed hospital in Qatar in 2022 to now operating eight hospitals across four countries, encompassing over 2,700 beds.

Joseph Hazel
CEO,
APEX HEALTH

As Apex continues to grow across regions, how do you ensure that expansion remains seamless while maintaining operational efficiency and patient-centered care?

Quality and access define our model. Apex Health stands out for providing high-quality care efficiently, ensuring accessibility, service excellence, and patient trust. Our partnerships with Cedars-Sinai, Asan Medical, and WMC guarantee consistent standards and accreditation across all facilities. The post-World Cup period has brought both challenges and opportunities, as Qatar moves toward greater private-sector participation in healthcare. This shift aligns with our mission to complement public sector institutions such as Hamad Medical Corporation and Sidra Medicine by offering specialized, high-quality services that encourage patients to receive treatment locally rather than abroad. We also focus on prevention, early screening, and education. At the Korean Medical Center, we conduct annual screenings for older patients based on Korea's advanced preventive care model, helping detect diseases early and promote long-term wellness. Our hospitals feature advanced robotic surgery, minimally invasive procedures, and AI-assisted diagnostics. Apex remains the only private provider in Qatar with the latest robotic surgical systems across several specialties, combining technology and personalized care to position Qatar as a regional hub for medical excellence.

What will define success for Apex over the next two to three years?

Our immediate priority is to consolidate operations and complete ongoing projects, while our long-term goal is to establish three or four hospitals in each market to deliver care tailored to local demographics and regulations with greater efficiency. We are also developing new verticals in health insurance, supply chain management, and technology to strengthen sustainability. In parallel, we are designing cost-effective healthcare models for Africa and Central Asia, where access remains limited. Sustainable healthcare requires integrated training, regulation, funding, and supply systems, which is why we are creating a dis-

tribution company and exploring partnerships for a health insurance framework that can help employers and governments finance patient care more effectively. From zero to nearly 3,000 beds in just over two years, our next milestones are further expansion and an eventual public listing through Estithmar to enable wider Qatari participation. Our objective is to position Apex as the region's leading private healthcare group, recognized for quality, ethics, and international reach. With world-class institutions such as Cedars-Sinai and Asan Medical as partners, we aim to make healthcare Qatar's next global benchmark, ensuring that every Apex facility delivers the highest standards of service and trust. Backed by the experience of Estithmar, with over 5,000 Qatari shareholders we are building institutions that meet international standards, drive national progress, and reflect Qatar's ambition to create an innovative, ethical, sustainable, and globally connected healthcare system.

How are you helping to train healthcare professionals and raise awareness among communities in Qatar and abroad?

We work closely with Qatar University, Weill Cornell Medicine-Qatar, and Doha University for Science and Technology to train nurses, pharmacists, physiotherapists, and other allied health professionals, strengthening the national workforce and creating a model we can replicate internationally. Education and training are central to every hospital we manage, ensuring that each facility provides quality care while developing local expertise. Preventive healthcare is another key focus, as many countries in the region still lack strong early detection and education programs. We work with governments to establish national screening systems, community awareness campaigns, and disease-prevention strategies. In Iraq, this approach has already helped reduce ICU mortality by nearly 50% in our hospitals through enhanced training and critical-care protocols. These initiatives, centered on education, innovation, and prevention, align with Qatar National Vision 2030 and our goal to improve long-term health outcomes across the region. ✖

Over
3,000
operational beds in
just two years

Only private provider
in Qatar with robotic
surgical systems

BIO

Joseph Hazel is a distinguished leader in the healthcare industry with over 30 years of C-suite experience across Africa, Europe, the UK, and the Middle East. In February 2023, he joined Apex Health to spearhead the development of an integrated, collaborative private healthcare group portfolio, focusing on the MENA region. Prior to his role at Apex Health, Hazel spent seven years at Mediclinic Middle East as the COO for Abu Dhabi. He holds an MSc in healthcare economics, policy, and management from the London School of Economics, an MBA, and a diploma in management from the Open University. He has further honed his expertise with certificates in managing healthcare delivery and strategy execution from Harvard Business School, as well as completing director training at the Institute of Directors and leadership training at the Royal Military Academy Sandhurst. Hazel was most recently has been appointed as member of the Advisory Board for the Arab Hospitals Federation.

INTERVIEW



Faizal Ismail
CEO,
FUTURE HEALTH BIOBANK

BIO

Faizal Ismail serves as the CEO of Future Health Biobank, Qatar. He is also a cellular therapy inspector for the Association for the Advancement of Blood & Biotherapies. With over 20 years of experience, he has been instrumental in designing, building and validating stem cell processing laboratories in multiple geographical locations, including in Qatar. Prior to founding Future Health in Qatar, he was instrumental in setting up Virgin Health Bank at the Qatar Science and Technology Park. He holds a degree from the University of Nottingham with a wealth of knowledge in the field of regenerative medicine.

How has Future Health Biobank evolved its operations in Qatar since foundation?

Future Health operates in more than 65 countries and has stored over 250,000 cord blood units from families in 94 countries. Our long-term storage facilities and laboratories are located in the UK and Switzerland, with additional regional capacity in Dubai. For families in Qatar, this global network ensures international standards, secure logistics, and continuity of care. Our focus is on education, clinical collaboration, and patient support. While our main processing and storage take place abroad, our Qatar operations center on patient counseling, clinician training, and collection logistics. We work closely with Hamad Medical Corporation and several private hospitals and clinics, providing regular refresher training on cord blood collection, scientific updates, and evolving treatment indications. Around 60% of our clients are Qatari families, though our reach extends across Qatar's wider community.

What is your strategy for supporting Qatar's healthcare ambitions over the coming years?

Education, access, and integration. We aim to

broaden our diagnostic services to enable earlier, smarter interventions that improve long-term health outcomes. We also guide families on alternative options when cord blood collection isn't possible, including peripheral blood or dental pulp, and highlight the wider family benefits of stored stem cells, which may serve siblings or parents if tissue matching allows. We strictly adhere to hospital regulations and public health norms, particularly in maternity care. We never engage in direct solicitation or any practice that could pressure expectant mothers. Instead, we provide accessible, transparent information through hospital brochures, trained counselors, and clinician education. This approach results in slower, but more authentic growth, built on trust and respect for patient autonomy. Qatar already possesses one of the world's most advanced healthcare systems. Our mission is to complement it through responsible stem cell banking, scientific collaboration, and diagnostic innovation. Education remains our most powerful tool: too often, valuable biological material such as umbilical cord blood, placenta, or baby teeth is discarded without families realizing its potential. ✖



Ali Jarrah Al-Mohannadi
DEPUTY CEO,
QATAR LIFE PHARMACEUTICAL
INDUSTRIES

How are you planning new product lines and expanding manufacturing capacity?

Our vision is to develop unique products and add real value. We study global trends and emerging molecules that have recently received WHO or EU approvals. We are upgrading formulations, such as muscle creams, to improve absorption and patient experience. We currently operate three lines: syrup, ointment, and antiseptic. In 2026, we will begin constructing our oral solid dosage facility, which will add another 5,000sqm of manufacturing area. Long term, we plan to build a specialized biosimilars facility for advanced cancer treatments and critical care therapies. This is our Phase III development target for 2028-2029.

In what ways does QLife Pharma contribute to community development and sustainable healthcare access?

Our product portfolio prioritizes national healthcare needs over commercial gain. We support humanitarian efforts through Qatar Red Crescent, including donations for Gaza and labor-communi-

ty healthcare initiatives in Qatar. We also sponsor health-sector events and industry conferences because ecosystem development benefits everyone. Sustainability for us is human-centered, namely ensuring continuous access to essential medicines and supporting national employment. We actively hire Qatari graduates and support career development in the private sector, aligned with the economic diversification goals of His Highness the Amir. By manufacturing locally, we reduce reliance on imports and ensure national autonomy in critical medicines. We import only raw materials, while full production takes place here, guaranteeing quality at every step. By exporting to the GCC and neighboring markets, we strengthen Qatar's non-hydrocarbon economy.

What is your main objective for QLife Pharma in the coming years?

Qatar will always remain our top priority. We will continue expanding production, enhancing supply capacity, and ensuring that patients in Qatar have continuous access to every essential medicine. Profit is not the goal; human health is. At the same time, our role in exports will grow, helping the national economy diversify while strengthening Qatar's position as a regional pharmaceutical leader. With determination and faith, we will continue doing our best for Qatar and the region. ✖

BIO

Ali Jarrah Al-Mohannadi is the Deputy CEO of Qatar Life Pharmaceutical Industries, one of Qatar's leading pharmaceutical manufacturers. An accomplished entrepreneur and business strategist, he holds a BBA and an MBA in business strategy, along with multiple professional certifications in management and operations. Al-Mohannadi began his career in the government sector, where he spent 10 years progressing through various leadership and strategic roles across multiple government entities. In 2021, he joined QLife Pharma, contributing to its strategic direction, corporate development, and regional growth initiatives.



Abdurahiman E P
FOUNDER & CHAIRMAN,
CARE N CURE



Ashraf KP
MANAGING DIRECTOR,
WELLCARE GROUP

PHARMACIES

Qatar's robust regulatory environment and strong government support are paving the way for local pharmaceutical and healthcare companies to grow.

How does digitalization shape your customer journey and give you a competitive advantage in Qatar?

ABDURAHIMAN E P One of our flagship initiatives was "Win with Wellness," a six-month nationwide campaign launched in 4Q2024 to promote preventive health, mental wellness, and community fitness. Season two of the campaign began in 4Q2025 and, going forward, it will be established as an annual campaign. One of the key highlights of this campaign is that it is fully digital. Moreover, our e-commerce platform stands as our flagship innovation, enabling customers to place their orders with ease, and also ensuring that our back-end operations are fully digitized. From order processing to driver assignment, pickup, and delivery, every stage is automated to deliver speed, accuracy, and reliability. Beyond convenience, it reflects our broader push toward digitization and efficiency. To strengthen this transformation, we have rolled out major HRMS and ERP systems via

ZingHR, with full biometric and shift roster integration, streamlining workforce management across the group. We also upgraded our POS, stock, and billing systems in more than 75 outlets to enable real-time inventory control. In parallel, we digitalized customer feedback and loyalty programs, which now feed directly into service improvement, creating a continuous loop of engagement and enhancement.

ASHRAF KP Technology enables smarter decision-making across our organization. In the pharmacy sector, an estimated 25–30% of lost business globally is due to product unavailability. To address this, we implemented a robust ERP system and introduced On-Shelf Availability (OSA) monitoring. Products are categorized into 10 groups, each with defined availability targets, and we consistently aim for 90–95% OSA so customers never leave without what they need. Digital tools also support personalized care. Our loyalty program includes automated medication

reminders, particularly beneficial for elderly patients who may forget refills. Three days before a medication runs out, customers receive an SMS reminder. When required, our team follows up and arranges delivery, ensuring continuity of care. When technology solves real-world problems, adoption becomes natural and impact follows.

How does your company support Qatar's long-term vision for a diversified economy?

AEP Care n Cure marks its 25th anniversary with a strategy built on diversification, innovation, and community impact. Beyond healthcare, the group has expanded into infrastructure and engineering projects in India, Saudi Arabia, the UAE, and Oman, while its FMCG division distributes cosmetics, coffee, snacks, and chocolates across all major supermarkets in Qatar. A strategic entry into security and surveillance technology through partnerships with Al Qimma and UNV (Uniview) reflects Care n Cure's broader vision of community well-being and smart infrastructure.

AKP Wellcare plays a key role in supporting Qatar's move toward local pharmaceutical production and greater economic self-reliance. We currently distribute and market more than 80 international brands, and many global partners have expressed interest in establishing a presence in Qatar. The country offers strong potential not only as a domestic market, but also as a strategic export hub for nearby regions, including Africa. Several multinational manufacturers are exploring collaboration models that involve leasing existing facilities in Qatar and producing products locally under their own brands. We are also engaged in discussions with suppliers considering local manufacturing capabilities. As demand grows and the regulatory ecosystem continues to strengthen, Qatar is well-positioned to evolve from a distribution-focused market into a center for high-quality pharmaceutical and medical production. Wellcare remains committed to supporting this transition by connecting global expertise with Qatar's national vision for industrial and healthcare development. ✖



MOVEMENT *as a lifestyle*

Velo Qatar was launched in 2021 as a boutique wellness and indoor cycling studio with the vision of blending high-energy movement, immersive workout experiences, and a strong sense of community.

Abdulla Al Kuwari
FOUNDER,
VELO QATAR

Future growth via wellness nutrition and lifestyle offerings across Qatar and the GCC

Community driven boutique studios focused on hospitality experience and consistent results

BIO

Born and raised in Doha, Abdulla Al Kuwari developed a passion for fitness and community health early in life. In 2021, he launched Velo Qatar, a boutique wellness and indoor cycling studio in Lagoona Mall, Doha. Under his leadership, Velo introduced innovative concepts like premium CYCLE, RACK, and FORM classes, redefining how Doha residents approach fitness and wellness. His philosophy centers on "movement as a lifestyle," empowering his community to push past limits and embrace holistic health.

How did the company's journey start, and how has the brand identity evolved since then?

The concept behind Velo arose from a vision to transform the culture of fitness in Qatar. Our aim has been to shift the perception of fitness from a mere obligation to a source of joy and fulfillment. Rather than viewing workouts as a tedious chore, we aspire to create an uplifting experience that members eagerly anticipate each day. The evolution of our brand identity has centered around this philosophy, emphasizing the importance of cultivating a vibrant community that engages in rewarding, results-driven workouts. We prioritize hospitality to ensure that every individual enjoys an exceptional experience throughout their fitness journey.

How is Velo contributing to Qatar National Vision 2030, and how do you see boutique fitness studios shaping the future of community wellness in Qatar?

Aligned with Qatar National Vision 2030, which prioritizes health and well-being, Velo plays an active role in promoting healthier lifestyles. We encourage our community to embrace fitness not just as a routine, but as a joyful and engaging aspect of life. By creating a welcoming atmosphere and offering diverse programs, we are helping to shape a culture that values well-being. Boutique fitness studios like Velo are pivotal in the future of community wellness in Qatar, as they provide a sense of belonging and motivation for members to pursue their health goals together.

How is Velo leveraging its digital platforms, apps, and data-driven insights to enhance member engagement and support Qatar's vision of a digitally advanced society?

To support Qatar's vision of a digitally advanced society,

Velo is leveraging technology and data-driven insights in innovative ways. We have developed a fully integrated app that enhances member engagement and facilitates communication within our community. This platform allows us to share updates, provide workout schedules, and promote community events, making fitness more accessible and enjoyable. By utilizing data analytics, we can better understand trends and preferences within our community, allowing us to tailor our offerings and enhance the overall experience.

What is Velo's unique formula for creating an experience that keeps members engaged and loyal in such a competitive market?

Velo distinguishes itself in the competitive boutique fitness market by combining various elements that enhance the overall experience. Our approach blends result-oriented training with a strong sense of community, ensuring that every member feels valued and engaged. Our highly qualified team is dedicated to providing personalized support, creating an atmosphere where members can thrive both physically and socially.

What opportunities does Velo see to diversify its offerings, and how would such moves support long-term growth in Qatar and potentially in the wider GCC?

As we look to the future, Velo sees significant opportunities to diversify our offerings. Expanding beyond core cycling classes into wellness, nutrition, and lifestyle products aligns with our identity as a community-centric brand. We envision Velo becoming a place where people can connect and share their health journeys, fostering a communal atmosphere. This expansion would not only support long-term growth in Qatar, but also position us favorably within the wider GCC market. ✖



EMBRACE EVERY MOVEMENT

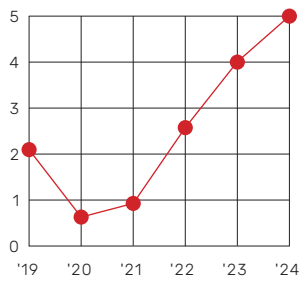
Velo is a boutique fitness brand from Qatar redefining workouts through three immersive concepts: Cycle, Rack, and Form. Blending innovation, precision, and community. Velo creates high-energy training experiences where every class feels like a performance and every member is part of the movement.

Velo

Lagoona Mall , first floor
www.velo.qa, +974 4480 0204, @veloqatar

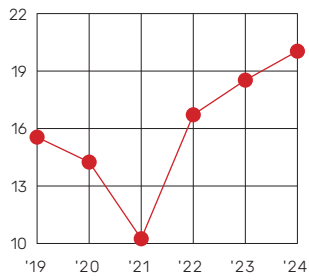
INTERNATIONAL TOURIST ARRIVALS (MN)

SOURCE: QATAR TOURISM AUTHORITY



TOURISM RECEIPTS (USD BILLION)

SOURCE: WORLD TOURISM ORGANIZATION



HOTEL OCCUPANCY RATE (%)

SOURCE: QATAR TOURISM / STR GLOBAL

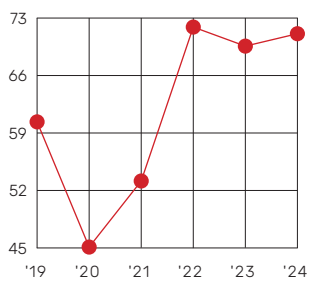


Image: Ihsan Iqbal

Tourism & Sports

YEAR-ROUND *offerings*

QATAR'S TOURISM AND EVENTS sector is moving through a period of sustained acceleration, supported by record visitor numbers, stronger international visibility, and a growing calendar of business, cultural, and entertainment events. In 2024, the country welcomed more than 5 million visitors, a rise of 25% compared with the previous year, while hotels delivered close to 10 million room nights. The momentum continued into 2025, with more than 2.6 million visitors arriving in the first half of the year and average hotel occupancy reaching 71%. These results reflect the country's efforts to establish itself as a year-round destination with a balanced mix of leisure, culture, sports and business travel. In a conversation, Saad Bin Ali Al-Kharji, Chairman of Qatar Tourism, said: "We actively support private-sector growth by offering targeted incentives and programs designed to foster excellence and innovation. Landmark projects such as the QAR20-billion Simaisma coastal development aim to provide world-class experiences while promoting environmental stewardship."

A major driver of this growth is the strength of Qatar's event landscape. The country now hosts some of the most influential gatherings in the region. Web Summit Qatar brings together tens of thousands of participants, from global technology leaders to fast-growing start-ups, giving Doha a stronger role in the international innovation scene.

The Qatar Economic Forum continues to attract senior decision makers and business leaders, turning the capital into a meeting point for global investment and economic dialogue. Doha Forum remains an important platform for diplomacy, governance, and international cooperation, drawing a wide mix of political, academic, and civil society voices.

The culture and entertainment sector is also expanding. The Doha Film Festival has gained regional and international attention by presenting work from emerging and established filmmakers, while offering screenings, community events and a strong program dedicated to content created in Qatar. Cultural festivals, concerts, culinary experiences and exhibitions continue to diversify the national calendar and appeal to a broader audience. At the same time, sports gatherings and an expanding cruise season add further depth to the visitor experience and encourage longer stays.

Looking ahead, Qatar's tourism strategy for 2030 aims to welcome between 6 and 7 million visitors a year and increase tourism's share of national output to around 12%. The plan focuses on expanding experiences, improving visitor spending and promoting the country as a global center for events, culture, business and lifestyle. With strengthened infrastructure, a growing events portfolio and rising international interest, Qatar's tourism and events sector is set to continue its forward momentum through 2026 and beyond. ✖



VISIT Qatar

Qatar Tourism is mandated with strengthening Qatar's position as a premier family-tourism destination to achieve diverse and innovative economic growth.

BIO

Saad Bin Ali Al Kharji was appointed Chairman of Qatar Tourism by Amiri Decision No. 85 of 2023, effective from 2023. He was also appointed chair of the board of directors of Visit Qatar. Al Kharji has extensive experience gained through important administrative positions in the country. Prior to his current role, Al Kharji was deputy chairman of Qatar Tourism and served as director of the Prime Minister's Office and director of the office of the Minister of Foreign Affairs in 2023. In addition, he held the position of director of the Deputy Prime Minister's Office and director of the office of the Minister of Foreign Affairs in 2016 and served as the director of the office of the Assistant Secretary of State for International Cooperation Affairs from 2014. Al Kharji graduated from Qatar University with a bachelor of business administration.

Saad Bin Ali Al Kharji
CHAIRMAN,
QATAR TOURISM

How is Qatar Tourism adapting its strategy to capitalize on geopolitical and economic alliances, positioning the country as a key destination in emerging travel corridors?

In recent years, Qatar Tourism has strengthened cooperation across the GCC, advancing joint tourism initiatives that promote the region as an interconnected travel hub. Strategic collaborations, such as Qatar Tourism's partnership with flynas, are enhancing regional connectivity and opening new routes that benefit both Qatar and its partners. A prominent example of this approach is the recent agreement with the Department of Culture and Tourism Abu Dhabi, which introduces a twin-center holiday offering. This initiative enables travelers to explore both Doha and Abu Dhabi within a single itinerary, capitalizing on growing inter-Gulf ties and maximizing the shared cultural and logistical strengths of both cities. Looking ahead, the upcoming launch of a unified GCC tourist visa is expected to significantly boost regional travel. Qatar is well-positioned to welcome more visitors under this scheme, offering exceptional experiences grounded in our commitment to service excellence. Beyond the region, Qatar Tourism continues to strengthen its presence across 15 priority international markets, including key countries such as India, China, Germany, the UK, and the US. Through our international representative offices, we are building brand awareness, tailoring promotional efforts, and fostering cross-border cooperation in line with emerging global travel trends.

How do Qatar Tourism's plans support national economic diversification?

The tourism sector is expected to contribute up to 12% of national GDP by 2030, firmly establishing itself as a cornerstone of Qatar's transition to a knowledge- and service-based economy. The sector also drives significant job creation through hospitality, transportation, and cultural services. As demand grows, so does investment in infrastructure, mobility, and local enterprise development, generating long-term economic value. With strong momentum, a diversified approach, and a clear long-term vision, Qatar Tourism is confidently progressing towards its 2030 target-solidifying Qatar's standing as a world-class destination and a driver of na-

tional objectives.

How would you analyze the role of tourism in strengthening Qatar's economic foundations amid global uncertainties?

As a catalyst for job creation and innovation, the tourism sector is generating tens of thousands of direct and indirect employment opportunities across both traditional industries and emerging niches such as eco-tourism. These developments not only support long-term growth but also enhance Qatar's global competitiveness and visitor appeal. By investing in a robust, experience-driven tourism ecosystem, Qatar is building economic resilience and ensuring continued progress-even in the face of external shocks. The sector's growing scale and sophistication position the country as a forward-looking destination that continues to attract visitors, foster opportunities, and drive national development.

How are mega events shaping Qatar's global image and long-term visitor economy?

The hosting of major international events, such as the AFC Asian Cup, Formula One Qatar Grand Prix, Geneva International Motor Show, and Doha Expo, continues to play a transformative role in elevating Qatar's global image and reinforcing its long-term visitor strategy. These high-profile events attract international attention, increase visitor numbers, and spotlight Qatar's world-class hospitality, cultural richness, and organizational excellence. By consistently delivering memorable experiences on a global stage, Qatar is positioning itself as a premier destination not only for leisure travelers, but also as a trusted hub for major MICE events. This positive exposure enhances the country's reputation as a dynamic and capable host, fostering repeat visits, strengthening global partnerships, and unlocking new business and cultural opportunities. With a strategically curated events calendar and ongoing investment in state-of-the-art infrastructure, Qatar is driving year-round visitor demand and creating a legacy for future growth. Qatar's preparedness to host upcoming tournaments such as the FIFA U-17 World Cup and the Arab Cup signals not only key milestones in its sporting calendar, but also a clear demonstration of its infrastructure readiness to sustainably host mega events. ✖



SYSTEMATIC *development*

QFA has developed a long-term strategy that combines global event hosting, advanced infrastructure, youth development, and continuous international engagement.

Mansoor Al-Ansari
SECRETARY GENERAL,
QATAR FOOTBALL ASSOCIATION (QFA)

How has QFA's strategy evolved to ensure sustained national team progression and long-term development across all levels of Qatari football?

Qatar has long been committed to advancing football as a force for youth development, social cohesion, and international understanding. Football has always been viewed as a bridge between cultures and a source of optimism and unity. The FIFA World Cup Qatar 2022 marked a defining milestone, reflecting years of preparation and permanently reshaping global perceptions of Qatar and the wider region. The success of the tournament demonstrated not only organizational capability but also a deep capacity for hospitality and cultural openness. Building on this foundation, Qatar has remained actively engaged in the global football calendar by hosting successive international competitions, reinforcing its position as a reliable destination for world football. Our bid to host multiple editions of the U-17 World Cup reflects a long-term development mindset rather than a one-off event strategy. By concentrating competition in a single destination with world-class facilities, limited travel, and ideal conditions, we aim to create formative experiences for young players at a critical stage of their careers. These tournaments are part of a broader ecosystem that combines infrastructure, expertise, and continuity, ensuring that hosting elite competitions contributes directly to global football development while strengthening Qatar's long-term sporting legacy.

How does Qatar's broader sporting strategy reinforce its international standing and its capacity to host global events?

Qatar sees itself fundamentally as a sporting nation, with a strong belief in the social, cultural, and diplomatic influence of sport. While football remains central, the country's sporting calendar extends across Olympic and non-Olympic disciplines, motorsports, and other competitive events. These activities attract visitors who engage not only with sport but also with the wider entertainment and cultural offering, generating sustained economic impact and reinforcing Qatar's reputation as a welcoming and globally connected destination. Beyond facilities, Qatar has developed comprehensive expertise in event operations, logistics, infrastructure planning, fan engagement, safety standards, and audience experience management. This accumulated knowledge enables the country not only to host major

events successfully but also to support other nations and organizers seeking to deliver competitions of international scale.

How does QFA coordinate with Aspire Academy to ensure elite development, international competitiveness, and greater representation of Qatari talent abroad?

Aspire Academy was established as an elite training institution serving multiple sports and has become the central platform for youth development in Qatar. Coordination with QFA is constant across performance management, sports science, medical support, and talent identification. The national team department operates within Aspire Zone, benefiting from integrated facilities, advanced medical care through Aspetar, and cutting-edge performance technologies. Player development is continuously monitored using data driven tools and applied research. Aspire's contribution to Qatar's football achievements has been foundational, supporting the systematic development of successive generations of athletes and reinforcing international competitiveness.

What are QFA's top priorities to reinforce the country's position as a regional leader in global football development?

In the near term, focus remains on key regional tournaments while maintaining the highest standards for fan, player, and official experience. Preparations will intensify as the international calendar for 2026 takes shape, with particular emphasis on competitive readiness and strong supporter engagement abroad. At the same time, youth development remains central, with the U-17 World Cup representing a major milestone within a longer cycle of international hosting and talent cultivation. Looking ahead, governance processes within regional and global football institutions will further shape the landscape. Technology continues to play an increasingly important role, particularly in performance analysis, medical research, and officiating standards. Recent investments in centralized VAR infrastructure reflect Qatar's commitment to aligning with global best practices and innovation. Ultimately, sport remains a powerful vehicle for social impact and international cooperation, and QFA will continue to support Qatar's broader vision by representing the nation with consistency, professionalism, and pride at every level. ✖

Hosted U-17 World
Cup for

5

consecutive editions

Over

75

MoUs with global
football entities

BIO

Mansoor Al-Ansari graduated from Eastern Washington University with a bachelor's degree in marketing, human resources management, and general management. He previously worked with Al Rayan Bank and Masref Al Rayyan before joining QFA in 2011 as executive director of the National Teams Department. That same year, Al Ansari was appointed managerial consultant to the Qatar Stars League, a position he held until 2013, when he became its COO. Al Ansari was appointed Secretary General of QFA in 2015. He has served as a member of the FIFA Development Committee, the AFC Finance Committee, the WAFF Finance Committee, and the UEFA Tournament Organization Committee.



ACHIEVING *goals*

QSL is the highest tier of professional football league in Qatar.

Hani Taleb Ballan
CEO,
QATAR STARS LEAGUE (QSL)

15+

global ambassadors enhance QSL's brand credibility worldwide

Young Qatari players' minutes increased in the Stars League and QSL Cup

BIO

Hani Taleb Ballan is the CEO of QSL. Additionally, he holds the positions of board member of Qatar Football Association (QFA), chairman of QFA Referees Committee, member of executive committee of QFA and QSL, deputy chairman of FIFA's Referees Committee, and chairperson of Asian Football Confederation's Referees Committee, among others. Hani's vast experience at various levels of the game has seen him play key roles on the organizational front. He has had a long career as a FIFA referee as well. Hani's educational qualifications comprise a bachelor's degree in mechanical engineering from the Oxford Brooks University and pre-master's diploma in project management from the Lille University of Science and Technology.

How are you positioning the league to assert its leadership domestically and internationally this season?

We are elevating competitive standards, driving innovation in performance analysis, technology, and fan engagement, and expanding cooperation with international partners. Domestically, our priority is to nurture local talent, raise match-day quality, and ensure that our operations, refereeing, and media coverage meet global benchmarks. These combined efforts have lifted the quality and intensity of our matches; the 2025 season alone, match intensity increased by 15.5% compared to 2024. Our games have become faster, more tactical, and more unpredictable, which is vital for fans and for the national team's development. Through the Centralized Scouting Team (CST), we work closely with clubs to ensure smarter recruitment and balanced spending. The CST evaluates players not only by technical performance, but also by market value and adaptability. This collaboration has made the QSL more competitive and sustainable, aligning with our goal of making Qatar one of the region's leading football hubs. Internationally, we are showcasing Qatari football through strategic partnerships, world-class operations, and consistent exposure on the global stage.

What new strategies are being implemented to boost revenue streams for clubs and strengthen their long-term financial sustainability?

We are working with clubs to help them build robust commercial and marketing frameworks. Each club is encouraged to maximize its assets, attract new sponsors, and develop fan-driven revenue streams while adhering to QSL's high standards of governance and brand management. We recently launched an initiative to standardize jersey production and sponsorship placements, enabling clubs to secure more consistent and profitable partnerships. Workshops are held regularly with clubs' marketing and digital teams to share best practices drawn from major global leagues. We focus on brand development, rights activation, and match-day monetization through hospitality, merchandise, and concessions. Our goal is to help clubs become self-sustaining businesses, where every commercial activity contributes to long-term stability and competitiveness. The Club Participation Agreement

is another vital tool that links league funding to clear plans for football development, marketing, and governance. This framework ensures accountability and strategic investment across all areas of club management.

What initiatives are being introduced to nurture local talent and strengthen youth academies in line with national sports development goals?

Together with the Qatar Football Association (QFA), Aspire Academy, and the clubs, we are working to align all competitions and youth programs with the country's long-term sports vision. We want our players to gain regular exposure to top-level football, so we are maximizing playing minutes for young Qataris in domestic competitions such as the Doha Bank Stars League, the QSL Cup, and the Olympic League. Each club has a structured youth development program designed to prepare players technically, physically, and mentally for professional football. Many of these youngsters have already progressed to the national teams. We continuously coordinate with Aspire and Aspetar to provide medical, nutritional, and performance support.

What are QSL's strategic priorities to support Qatar's sports ambitions?

Our future strategy rests on three main pillars: development, international positioning, and national contribution. First, we will continue to develop the league through stronger governance, data-driven decision-making, and innovative competitions. Second, we are engaging with new partners to expand our global reach and visibility while ensuring that the QSL remains a competitive destination for world-class talent. Third, by aligning with national institutions and investing in youth training, technology, and fan engagement, we contribute to making Qatar not just a venue for world events, but a permanent global sports hub. We have learned from the FIFA World Cup experience that excellence must be sustained through innovation and collaboration. Every match, every season, is an opportunity to raise the bar. The QSL will continue to evolve guided by transparency, professionalism, and passion to remain one of the most respected and admired leagues in world football. ✖

MORE THAN *a sporting chance*

Investment in infrastructure, local talent and related innovation is giving Qatar more than a sporting chance in a vital growth sector.

DESPITE THE IMMEDIATE VIEWER numbers and sheer spectacle, the economic ramifications of hosting a World Cup echo far beyond the final whistle. In fact, wider infrastructure investment ensures that the ultimate venue is not one of the shiny new stadiums, but the country itself.

That being said, the numbers don't lie, and the FIFA World Cup Qatar 2022 attracted a fan base of 5 billion fans across all media platforms. The final, in which Argentina beat France 4:2 on penalties, was watched by 1.42 billion people; roughly 17% of humanity. In the wake of 2022, Doha has been hugely effective in maintaining its status as an address on the international sporting calendar, while repurposing the world-class stadiums for continued relevance.

What is more, having successfully staged the world's preeminent soccer event in a family-friendly and comfortable environment aided by smart building and crowd processing technology, the government is now in talks to host another rather special sporting event that the world tunes into every four years.

On July 22, 2025, the Qatar Olympic Committee (QOC) announced discussions with the International Olympic Committee regarding the election process for Doha to become host city of the 2036 Olympic and Paralympic Games. This pits the nation against other Asian countries likely to bid, such as Saudi Arabia and South Korea. Elsewhere, Egypt, Hungary, Italy, Germany, Denmark and Canada are also game. FIFA World Cup 2022 facilities and ongoing investments in fixed assets have allowed the QOC to declare 95% readiness for the task already.

Qatar, today essentially a sports hub, has set up the region's pioneering sports business district as an accelerator for private sector innovation. The market value is officially estimated at USD3.7 billion in 2025, and related initiatives encompass the actual and the virtual. Leading light in the field, Qatar SportsTech, is a joint venture of Qatar Development Bank, powered by Startupbootcamp and supported by the Supreme Com-

mittee for Delivery & Legacy, Qatar Financial Centre, Aspire Zone Foundation, beIN SPORTS, and the Ministry of Commerce and Industry. In it, start-ups leverage the resources of the Qatar's sports and entrepreneurial ecosystem. One area of huge potential is e-gaming, which by 2028 is forecast to have a global value of USD480 billion. Qatar is getting in on the game, where for example, publicly-traded local telco Ooredoo has partnered with e-sports specialists Quest to launch the e-sports brand Ooredoo Nation – Gamers' Land.

The force behind strategic investment in sports and entertainment since 2004, Qatar Sports Investments, has a portfolio of lucrative assets that beyond sports alone, includes entertainment, lifestyle, and culture. A flagship sporting asset is football legend Paris Saint-Germain, which on May 31, 2025, resoundingly beat Inter Milan 5-0 in the 2024-25 Champions League final. The visibility of such assets continues to spread Qatar's soft power worldwide through the screens and smartphones of billions.

The roster features diverse sporting events at premium locations, among them the Qatar TotalEnergies Open 2026 at the Khalifa Tennis and Squash Complex and the Equestrian Tours Qatar 2026 at the Al Shaqab Equestrian Center. The MotoGP Qatar Airways Grand Prix of Qatar 2026 runs from November 27-29, 2026 at the Lusail International Circuit. Looking further ahead and making its maiden appearance in the GCC next year is the 2027 FIBA Basketball World Cup held from August 27 to September 12, 2027.

Qatar celebrates National Sports Day annually on the second Tuesday of February, and its dynamic sports eco-system has rendered it an international address of healthy competition. Yet, it is worth adding, too, that the National Vision values sport beyond the spreadsheet. So, as the Ministry of Sports and Youth's Sports and Youth Strategy sharpens local athletes across multiple disciplines, it also champions public health objectives through community participation, fueling new fanbases. ✖



DRIVING *the future*

Lusail International Circuit has become a centerpiece of global motorsport by hosting Formula One, MotoGP, and several other high-profile events.

BIO

Abdulaziz Ali Al Mohannadi serves as CEO of LIC, Qatar's premier motorsport facility, bringing over 15 years of distinguished experience in facility management and major event operations. Prior to his current position, he played a pivotal role in Qatar's sporting infrastructure as the facilities management executive director for the Supreme Committee for Delivery & Legacy, where he successfully managed eight stadiums and 42 training sites for the FIFA World Cup Qatar 2022. His expertise spans venue operations, event planning, and facility management, demonstrated through his leadership of multiple high-profile international sporting events including the AFC Asian Cup 2023, FIFA World Cup 2022, and FIFA Arab Cup 2021. He has consistently delivered world-class experiences for major global sporting events. Al Mohannadi holds an Executive MBA from the University of Aberdeen and a BSc in facilities management from the University of Central Lancashire.

Abdulaziz Ali Al Mohannadi
CEO,
LUSAIL INTERNATIONAL CIRCUIT
(LIC)

How has LIC positioned Qatar on the international sports map and advanced the country's broader sports diplomacy goals?

LIC has played an instrumental role in positioning Qatar as a premier global motorsport and entertainment hub. By consistently attracting and hosting world-class international events, most notably Formula One, MotoGP, and Qatar 1812 KM-World Endurance Championship, LIC has solidified its status on the global motorsports' agenda. In addition to these flagship events, LIC boasts a dynamic annual calendar filled with local, and regional events, including the MENA Karting Championship Nations Cup, FIM Mini GP Qatar, Qatar Superstock 600, and Qatar Touring Car Championship amongst others. This consistent hosting of major motorsport disciplines demonstrates Qatar's operational capability and unwavering commitment to delivering elite events. It not only provides recurring opportunities for global media exposure, but also boosts tourism and fosters international partnerships and collaborations. Beyond event delivery, the circuit serves as a soft-power platform, welcoming thousands of international fans, teams, media, and technical personnel to Qatar. This facilitates cultural exchange and people-to-people connections, while showcasing Qatari hospitality and the country's modern infrastructure. These outcomes align directly with the Qatar National Vision 2030 by stimulating tourism and the sports economy, promoting social development, and leaving a lasting legacy through upgraded infrastructure and human-capability building. Our comprehensive approach aims to advance Qatar's sports diplomacy, strengthen international relationships and reinforce Qatar's image as a destination capable of hosting safe, sophisticated, and culturally rich global events.

What initiatives have the circuit taken to align with Qatar's national sustainability priorities?

We have implemented a comprehensive, multi-dimensional sustainability program that addresses key pillars such as energy efficiency, waste reduction, sustainable transport, community wellbeing and emissions measurement to provide a sustainable destination for fans, teams and stakeholders alike. Sustainability has been woven into LIC's physical architecture for many years and latest modifications to the venue, including the installation of solar panels on the media center and team hospitality buildings as well as the introduction of

green transport solutions to increase reliance on renewable power sources, are all testament to our commitment to environmental protection. Moreover, we use 100% recycled rPET bottles in place of virgin plastic, upcycle event banners into reusable items, plan BioBins for food-waste composting, use recycled paper for print materials, and aim to restrict avoidable single-use plastics. As for food waste, we have a partnership with Qatar's Wa'hab and operate the Wa'hab Food Donation program. This initiative ensures that surplus food from major events is safely redistributed to vulnerable communities, reducing waste while supporting those in need. During the Formula One Qatar Airways QatarGP 2024, we have successfully reported the redistribution of 20 tons of food. To further utilize our long-standing partnerships during world-class events, we actively promote the use of public transportation. In collaboration with Qatar Railways Company (QRail), Doha Metro and Lusail Tram services are made free and accessible to all ticketed spectators, significantly reducing event-related traffic and emissions. Additionally, electric vehicles are used for VIP shuttles, further contributing to a low-emission transport strategy.

What are Lusail International Circuit's strategic priorities?

LIC's strategic priorities for upcoming events are clustered around four complementary pillars that will shape its future: delivering world-class events and calendar diversification; deepening partnerships and fan access; talent and community legacy; and sustainability and operational excellence. Our ambition extends beyond hosting headline motorsport events. Each event is viewed as a platform to generate long-term social, economic and environmental value, by growing the fanbase in the region, delivering talent development, and attracting repeat tourism to Qatar. We also want to scale our education programs through the Qatar Motorsport Academy, by offering schools, universities tours, access to STEM activations, and internship opportunities to accelerate the local talent pipeline and create measurable pathways from grassroots engagement to competitive participation. Sustainability also remains to be one of our top priorities for upcoming events, we want to continue expanding renewable energy and energy-efficiency measures, all while maintaining FIA/FIM compliance and world-class safety and accessibility standards. ✖



LIGHTING *the torch*



Wael Al Sharif
GENERAL MANAGER,
THE TORCH GROUP

The Torch Hospitality is a distinguished premium hospitality Qatari brand with a portfolio of hotels and residences.

What changes in traveler behavior or expectations are most shaping your operations today?

The most significant behavioral shift we observe is the growing appetite for experiences that feel genuinely rooted in place. Today's discerning traveler, whether regional or international, is no longer satisfied with a generic luxury formula. They arrive with greater cultural curiosity, digital fluency, and an expectation of authenticity that cannot be manufactured. This translates operationally into several priorities: the blending of long-stay and hotel-stay expectations, dining as an experience rather than a utility, and seamless digital integration. While Mina's character is one of warmth and tradition, our infrastructure must meet the expectations of the modern, always-connected traveler. We are continuously investing in this balance.

How is the group adapting to these changing hospitality trends?

Adaptation is not reactive for us; it is embedded in our operating philosophy. We are navigating a hospitality landscape transformed by three intersecting forces: shifting guest demographics, accelerating technology, and evolving definitions of luxury. Qatar's visitor profile is becoming more diverse, with increasing arrivals from Europe, Asia, and the broader Arab world, with each segment carrying distinct expectations. We address this through portfolio differentiation: The Torch Doha's scale and facilities serve the large-event and corporate traveler; Mina Hotel's intimacy and cultural resonance serves the heritage-curious leisure guest; and our serviced apartment inventory at both 21 High Street Residence and Mina captures the growing long-stay market. Today's premium traveler increasingly values authenticity over ostentation. The group's Qatari identity, our rootedness in this country's culture, sport, and community, is our most distinctive asset. Architecture gets guests' attention; experience gets us remembered. We are doubling down on experiential signatures: The Torch Club's Guinness World Record status as the world's highest gym in a building, Three Sixty's position as Doha's only revolving restaurant, and the culturally attuned wellness programming across our properties.

The launch of The Torch Hospitality Group represents a notable milestone. What strategic vision underpinned the creation of the group?

The Torch Hospitality Group emerged from a deliberate recognition: that premium Qatari hospitality, when operated with cohesion, ambition and a unified strategic identity, can compete and succeed at a regional and international level. Established in 2013 and operating through some of Qatar's most prominent destinations, the group's formation as a unified entity reflects a maturation from property operator to hospitality brand-builder. The strategic vision is threefold: first, to position The Torch Hospitality as Qatar's preeminent homegrown hospitality group; second, to build an operational platform capable of absorbing growth; third, to institutionalize the event management and hospitality expertise we developed through Qatar's transformative events decade and convert that credibility into lasting commercial advantage. The group structure allows us to pursue these ambitions with the discipline of a corporate brand while preserving the authenticity and local insight that distinguishes us from multinational operators.

Looking forward, what ambitions or expansion priorities will define The Torch Hospitality Group's trajectory?

Our trajectory is one of deliberate, premium-positioned growth, not rapid scale for its own sake. Within Qatar, we are exploring branded residence and serviced apartment developments that capture the growing demand from long-stay business travelers, expatriate professionals and extended-family visitors. The success of our existing residential offering at Mina Hotel and 21 High Street Residence validates this model and points toward expansion opportunities. We are actively targeting management contract opportunities in the GCC under both The Torch Hotels and The Torch Collection brand pillars. Beyond physical expansion, our ambition extends to becoming a thought leader and talent incubator for Qatari hospitality more broadly. Through our Cornell University partnership, our structured mentoring culture, and our commitment to building careers rather than filling positions, we are investing in the people who will carry the Torch Hospitality group, and the wider Qatar hospitality sector, into the next decade. Success for us will ultimately be defined not by keys under management, but by the reputation we build as a group that sets the standard for what premium Qatari hospitality can and should be. ✖

BIO

Wael Al Sharif's journey in the hospitality industry has been shaped by a deep-rooted passion for meeting people and an interest in a profession that defies routine. As a graduate in hospitality management from the Lebanese American University in Beirut, he began as a management trainee, and later transitioned into catering sales. He has continued his journey into the intricate world of food and beverage operations, fine-tuning his ability to orchestrate exceptional dining experiences.



INNOVATIVE DESIGN, ICONIC DINING

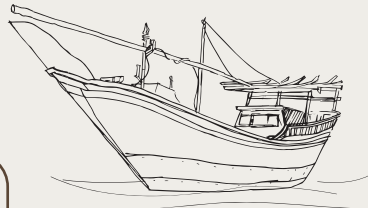
Discover all day cuisine at Mina Restaurant with its warm and refined atmosphere, offering taste of heritage from Doha with exceptional breakfast, calming afternoon tea and all day light platters that are not to be missed.

Mina Terrace, designed in warm bohemian tones, presents an elevated waterfront dining experience in one of Doha's most iconic locations, blending Mediterranean flavors with vibrant Latin influences.

MINA HOTEL & RESIDENCES

Our seafront hotel is a short distance from the most popular destination like: Souq Waqif, Msheireb, National Museum of Qatar, Doha Corniche and Museum of Islamic Art . 30 Mediterranean style boutique rooms and 110 upscale curved contoured apartments with inclined walls providing a Qatari traditional hint.

From the topnotch restaurants and serene lobby to refined design details and in-room refreshments, indulge in a perfect stay with posing contemporary, and minimalist luxury.



فندق المينا اند ريزيدنس
MINA HOTEL
& RESIDENCES
BY THE TORCH

+974 4463 5333 | info@mina-hotel.com
Mina District - Old Doha Port, Qatar
www.mina-hotel.com

INTERVIEW



Shane Eldstrom
CEO,
UNITED DEVELOPERS

BIO

With a career spanning multiple continents, Shane Eldstrom is a recognized leader in international business. Before assuming the role of CEO of United Developers, he held roles such as CEO of Al Farwaniya Property Developments, Abu Dhabi; president of the Middle East Council of Shopping Centres, Dubai; and vice president of NREC (PLC), Kuwait. His influence extends from boardrooms in Qatar to Canada. Eldstrom holds an MBA from INSEAD, France, and studied urban land economics at the University of British Columbia, Canada. He also holds certifications from the International Council of Shopping Centres in New York.

What strategies are driving growth at Place Vendôme?

Place Vendôme celebrated its third anniversary in April 2025, and growth has not only continued, but accelerated. Place Vendôme has now established itself as the dominant destination for luxury retail, dining, and entertainment in Qatar. In 2024, we saw a sharp rise in tourism, which translated into increased activity across our hospitality assets. Qatar ranked second in the GCC for high-end fashion sales last year, closing in on USD0.5 billion; up from USD295 million in 2021. This growth has made Qatar a focal point for global luxury brands, and every day we are approached by companies wanting to join our portfolio. Our luxury section has been fully leased since the end of 2022, which is why we are now expanding to the first level, above our existing luxury wing. We plan to bring in trendsetting names that might not be instantly recognizable, but are poised to perform exceptionally well.

What upcoming projects is United Developers planning to expand Place Vendôme's appeal?

We are focusing on elevating guest experience. On the operations side, we are upgrading valet services at entrance 345 to match five-star hotel standards. Additionally, we are working on what we call the Very Important Customer Lounge. Expected to launch in 2026, this exclusive experience is being developed in partnership with high-profile collaborators. Guests will arrive via valet, enter a private lounge, and work with elite stylists who pre-curate a selection of luxury items tailored to their preferences. These stylists analyze everything from Instagram photos to wardrobe history to curate pieces that fit the client's taste and size. The lounge experience includes a private runway show, coffee, confectioneries, and personalized attention. It is less about immediate sales and more about long-term customer relationships. Behind the scenes, we are rolling out a Commercial Cafe portal for retailers to access information, submit requests, and track service KPIs. This ensures we support both levels of our business: the retailers, who are our clients, and their guests, who are the end consumers. ✖



Rehan Ali
CEO,
TAWFEEQ TRAVEL (TT)

BIO

As CEO, Rehan Ali is responsible for the day-to-day management and growth of Tawfeeq Travel Group operations in Qatar. An industry veteran with over 30 years' experience, prior to joining Tawfeeq Travel, Rehan spent 17 years with Emirates Group. He also worked with dnata Travel as country head for Qatar, and was actively involved in securing franchises for AMEX Travel - GBT, as well as SABRE distribution in Qatar. Rehan has a background and vast experience in travel operations, business development, account management, and travel technology implementation. In this capacity, he has been a speaker or panel member at several industry forums in Malt Congress in Dubai and Qatar.

How are partnerships enhancing Qatar's connectivity and expanding your market influence?

Qatar Airways is increasing flights to various African destinations, and we are seeing rising interest from West African travelers. India also remains a core focus; 70% of the market is still untapped. Indian travelers are diverse: corporate travelers come for meetings and incentive trips, while pleasure travelers seek experiences and are willing to spend. Qatar Tourism has made significant inroads in India, with events such as the jewelry show and collaborations with IPL. The market is price-sensitive, but also has high potential. Other emerging source markets include China, Russia, Kazakhstan, and Uzbekistan. In Sri Lanka, we are in discussions to enhance collaboration, particularly around hotel availability and pricing. Cruise tourism also complements this strategy, with travelers using Qatar as an embarkation point. Qatar's strategic positioning and infrastructure make it ideal for short, high-quality travel experiences.

What are your key priorities for investment and**expansion as Qatar continues to scale up its global tourism footprint?**

Travel is evergreen, though technology will increasingly shape how we operate. High-end clients still prefer personalized service, so we will continue offering both tech-driven and human-centered solutions. We plan to expand our luxury travel offerings and are in continuous dialogue with Qatar Tourism to introduce new products. Doha City Tour is already excellent, but we are exploring what else can be done. We see Qatar as a safe and secure country, especially for solo travelers. We are also cautiously looking at new international markets, though global instability requires careful evaluation. Our commitment to growth remains strong. We want to continue promoting Qatar. Our owners are closely connected with Qatar Tourism and we are in constant discussions about new initiatives. Countries like Saudi Arabia are seeing tourism saturation; Qatar still offers quality, short-duration experiences with safety and hospitality at the core. Global instability affects travel, but we continue exploring new opportunities, because growth requires creativity. ✖

"MORE THAN HOSPITALITY"

"Where world-class comfort meets exceptional experiences"



TH
THE TORCH
HOSPITALITY

The Torch Hospitality is a successful Premium Hospitality Qatari Brand with a portfolio of Hotels & Residences.

Established in 2013, we are committed to excellence, providing guests with unforgettable stays fostering long-term relationships with stakeholders.

AL WAAB STREET, ASPIRE ZONE, DOHA, QATAR
WWW.THETORCHHOSPITALITY.COM | INFO@THETORCHHOSPITALITY.COM
4446 5600



HIGH-TOUCH *luxury service culture*

Located in the heart of West Bay, The Bentley Luxury Hotel & Suites features elegant serviced apartments, premium facilities, and refined hospitality tailored for both business and leisure travelers.

Mahmoud Samir
GENERAL MANAGER,
THE BENTLEY LUXURY HOTEL & SUITES, DOHA

Extended-stay demand in West Bay is rising. How is The Bentley staying competitive?

The Bentley is strengthening its extended-stay positioning by focusing on flexibility, value, and residential comfort. In the short term, we are prioritizing long-stay corporate agreements, tailored monthly packages, and value-added services such as housekeeping flexibility and preferential dining access. Our location in West Bay and spacious apartment layouts allow us to compete effectively in this high-demand segment.

How is The Bentley balancing corporate and leisure demand amid new tourism policies?

We are actively aligning our strategy to capture both corporate and leisure segments by adjusting rate structures, length-of-stay offers, and seasonal promotions. In the near term, we are leveraging business travel during weekdays while targeting leisure, GCC residents, and event-driven demand on weekends and peak periods through curated dining and stay experiences.

How is The Bentley responding to demand for larger, kitchen-equipped serviced apartments?

Our immediate focus is on highlighting the residential advantages of our product: fully equipped kitchenettes, large living spaces,

and multi-bedroom options. We are also refining our communication to target families, consultants, and project-based professionals seeking comfort, privacy, and long-term convenience without compromising hotel services.

What guest-experience technologies are shaping The Bentley's roadmap?

In the short term, we are enhancing operational efficiency through digital guest communication, faster check-in processes, and centralized service request handling. These upgrades are designed to improve response time, personalize the guest journey, and streamline operations while maintaining a high-touch luxury service culture.

How is The Bentley addressing sustainability while maintaining a luxury experience?

Sustainability initiatives currently focus on energy-efficient systems, water-saving measures, and waste-reduction practices behind the scenes. Our approach ensures that environmental responsibility is integrated operationally without impacting guest comfort, service quality, or the overall luxury positioning of the property.

With rising supply and competition, what are The Bentley's top priorities for success?

Our key priorities are strengthening long-

stay performance, protecting rate integrity, enhancing guest loyalty, and maintaining operational excellence. In the near term, differentiation through personalized service, spacious accommodation, and strategic partnerships will remain central to sustaining competitiveness in Doha's evolving hospitality landscape. ✖

BIO

Mahmoud Samir has extensive experience in luxury hotel management and operations. The General Manager of The Bentley Luxury Hotel & Suites in Doha, Samir has built a reputation for delivering exceptional guest experiences while maintaining high operational standards. Under his leadership, The Bentley Luxury Hotel & Suites continues to strengthen its position in Doha's competitive hospitality market. Samir oversees all aspects of hotel operations including guest services, sales and marketing, revenue strategy, and brand positioning to ensure the hotel consistently meets the expectations of international travelers, corporate guests, and long-stay residents.



Siddhartha Chowdhry
GENERAL MANAGER,
SHAZA HOTELS

SOUL of Shaza

Inspired by the cultures of the Silk Route, Shaza Hotels offers travelers a luxurious five-star stay in the heart of Doha.

BIO

Siddhartha Chowdhry is the driving force behind Shaza Doha's remarkable growth and reputation in one of the region's most competitive markets. Since taking charge as General Manager, he has led the hotel through an accelerated path of success, from a fast-track opening ahead of the FIFA World Cup 2022 to establishing Shaza Doha as a benchmark for refined luxury, exceptional service, and award-winning guest experiences. Before assuming this role, Chowdhry served as corporate director of operations for Shaza Hotels in Dubai, where he oversaw the operational performance of all properties across the portfolio. A Cornell-educated professional with a master's in hospitality management, he continues to lead with integrity, purpose, and an unwavering dedication to excellence.

How has this first year shaped Shaza's identity and growth strategy in the Qatari market, and what milestones are you focusing on as you look ahead?

The first year has been both transformative and rewarding for Shaza Doha. We entered a highly competitive market with a clear promise: to offer a luxury hospitality experience rooted in cultural authenticity and refined elegance. Our brand draws deep inspiration from the rich culture of the Silk Route, which historically connected civilizations through trade, art, and human connection. This ethos is reflected in every aspect of our guest experience from the design and culinary offerings to our service philosophy, which celebrates authentic cultural encounters. Our success lies in how quickly we have become a preferred choice for discerning travelers, business leaders, and local patrons alike. This foundation has allowed us to build strong partnerships and expand our market presence.

How is Shaza's growth strategy being implemented in Qatar?

At Shaza Doha, we see digital transformation as central to guest convenience and engagement. We aim to meet modern travelers where they are. Our loyalty program, GHA | Discovery, rewards guests with unique local experiences, reflecting our belief in meaningful travel rather than transactional benefits. Additionally, immersive events such as themed dining nights, cultural rituals in our lobby, and curated culinary journeys set us apart. These initiatives anchor Shaza Doha not only as a hotel but as a lifestyle hub, fully aligned with our regional growth strategy.

How is Shaza preparing to align with Qatar's national tourism ambitions and capture opportunities from the events pipeline?

Qatar's tourism vision is ambitious, and we are proud to be part of it. As Doha evolves into a global events destination, Shaza Doha is positioning itself as the hotel of choice for guests seeking both convenience and authenticity. Our location, facilities, and service standards are designed to meet the expectations of international travelers. Beyond accommoda-

tion, we are investing in culinary programming, wellness offerings, and meeting spaces that appeal to event organizers and delegations. Our strategy is to seamlessly integrate into Qatar's event ecosystem, ensuring every international guest experiences both the spirit of the nation and the soul of Shaza.

How is the group contributing to Qatar's wider community, whether through CSR initiatives, local workforce development, or cultural engagement?

In Qatar, we actively support CSR programs that focus on education, inclusivity, and youth development. For example, we partner with local organizations to create opportunities for underprivileged communities and host awareness-driven events within our hotel. We are proud to run several blood donation campaigns in partnership with Hamad Hospital, encouraging staff, guests, and the wider community to give back and save lives. During Ramadan, we also organize Iftar for taxi drivers, ensuring those who serve the city have a moment of reflection and nourishment with us. Workforce development is equally important. We prioritize hiring and training young talent, empowering them to grow within the hospitality sector. Cultural engagement is woven into our daily rituals, dining concepts, and art displays, ensuring that Shaza Doha serves as both a luxury destination and a custodian of heritage, bridging the richness of Qatari culture with the global sophistication of our Silk Route-inspired brand.

What are Shaza's priorities in Qatar looking ahead?

Our priority is to remain a pioneer of culturally authentic luxury hospitality while evolving with the market's diversification needs. This means investing in wellness, gastronomy, and digital innovation to appeal to both leisure and business travelers. We also see opportunities in sustainable practices, positioning Shaza Doha as a leader in responsible tourism. Under Vision 2030, Qatar is redefining global tourism benchmarks, and Shaza aims to be a partner in this journey by offering unique experiences that honor the past, embrace the present, and look confidently to the future. ✖

EVENTS

QATAR'S events industry has evolved into one of the most sophisticated in the Gulf region, supported by a thriving ecosystem of local companies that bring technical excellence and creative expertise to Doha's year-round events calendar. From large-scale investment conferences and government summits to corporate gatherings and cultural activations, homegrown specialists are the driving force behind seamless event delivery across the country. These companies continuously invest in the latest technology advancements, including cutting-edge audio-visual production, immersive lighting systems, smart registration platforms, LED technology, and real-time event management software, ensuring that productions in Doha meet and exceed international standards. As Qatar cements its reputation as a premier destination for regional and global events, the role of these local players becomes ever more critical, providing the infrastructure and innovation that transform ambitious visions into memorable, world-class experiences. ✖



CATALYST *for growth*

QNCC was completed in 2011 as the main multipurpose venue for national, international, and Qatar Foundation led events.

Hadi Darvishi
GENERAL MANAGER,
QATAR NATIONAL CONVENTION CENTRE (QNCC)

How would you describe QNCC's role in Qatar and the priorities guiding its strategy?

Since opening, QNCC has hosted everything from global summits, concerts, graduations, and cultural programs. In 2025, for example, we hosted the UN's Second World Summit for Social Development, bringing over 14,000 delegates, including 50 Heads of State, and more than 170 ministerial-level representatives. The focus now is to ensure QNCC reaches its maximum potential over the next three to five years, supported by a refreshed brand identity and enhanced visibility, both locally and internationally. My priority is to increase QNCC's share of the MICE sector and act as a main protagonist in Qatar's ecosystem. For QNCC, the differentiator must be customer experience and value. We aim to work toward providing a seamless journey for organizers and participants, from arrival at the airport to the moment they leave the venue.

How does QNCC contribute to achieving the goals set under the Qatar National Tourism Strategy 2030?

We are a flagship venue tied to Qatar Foundation and the broader events industry. That makes our role reputation-driven as much as financially driven. Under its new leadership team, Amlak Holding is undergoing a full reform, combining financial discipline with the recognition that these assets represent the country. We must deliver operational excellence while safeguarding brand equity. We are aiming to further enhance what has been great collaboration with DECC as the country's two main convention centers in terms of joint events, complementary programming, and coordinated efforts to keep visitors in Qatar longer, and we are lucky to have

a fantastic counterpart leading its growth too. One of their unique selling points is their location, surrounded by hotels in the business district, making it a great option for those looking for convenience. QNCC, on a broader view, complements that, offering greater flexibility inside the venue: theaters with 50 meeting rooms, exhibition halls, auditoria, and conference facilities that can host everything from UN summits to LNG conferences. Together, we have built, and will continue to build, a more compelling national value proposition alongside partners like Visit Qatar and Qatar Tourism.

What are QNCC's plans in terms of new investments and potential expansions to further enhance its role in Qatar's tourism and events ecosystem?

Flexibility is our strength. For large conferences, every room is occupied, but in quieter times, these spaces can serve new functions. We are exploring partnerships with transportation providers, hotels, aviation, and tech companies to create integrated packages for event organizers by bundling venue, accommodation, flights, and logistics into a seamless offer. This not only improves the customer experience, but also makes Qatar more competitive internationally. The key is presenting business cases, not just ideas. If the numbers make sense, or if there is a clear reputational benefit, support is always enhanced. Reputation matters as much as profitability; when people see that we deliver consistently and contribute to national objectives, investment follows.

In what ways does QNCC engage with national initiatives to support tourism growth and knowledge-based development?

The goal is to position QNCC not just as a venue, but as a driver of the MICE sector. That means being proactive, reaching out internationally, offering flexibility and support, and being visible on the global stage. We do not intend to wait for opportunities; we want to create them. At the same time, a major focus will be on Qatarization. We believe the next generation of Qatari leaders is increasingly bilingual, tech-savvy, globally minded, and ready to take ownership. It is encouraging to see outstanding young Qataris coming through the system educated, experienced, and ambitious. Coupled with Qatar's national push to position itself as a hub for events, sports, and culture, there is an enormous opportunity. QNCC will be at the center of this journey, not only as a flagship venue, but as a catalyst for growth, collaboration, and national pride. ✖

BIO

Hadi Darvishi is the General Manager of QNCC, one of the country's flagship venues for large-scale conferences, exhibitions, and cultural events. A graduate of Georgetown University with a bachelor of science in foreign service, majoring in international politics, he began his career as a business analyst in the hospitality and real estate sector, contributing to major luxury hotel and mixed-use development projects in Qatar. He later led an exclusive members' club focused on health and wellness, where he championed data-driven operations through integrated ERP and CRM platforms, and subsequently took on a senior development role within a leading lifestyle and hospitality brand before being invited to take the helm at QNCC.

MAKING THE EXTRAORDINARY ACHIEVABLE



MANGUSTEEXPERIENCE





THE MAIN *event*

MANGUSTEEN Middle East is a pioneering award-winning events firm that operates across Qatar, Oman, Saudi Arabia, and the UAE.

Malik Shishtawi
FOUNDER & CEO,
MANGUSTEEN

What have been the most significant recent milestones for MANGUSTEEN in terms of growth, expansion, new projects, markets, and formats?

Our headquarters remain in Qatar, with existing operations in Saudi Arabia and Oman, and now our UAE office is fully operational. In Qatar, our team has grown substantially, both in size and capabilities. We are expanding our office space to accommodate this growth, bringing in top talent from major regional companies. In September 2025, we launched the first-ever Qatar Event Show, a milestone for our proprietary IPs in Qatar. Feedback was overwhelmingly positive; Qatar was the only country in the region without a dedicated industry show, and our team was proud to fill that gap. We are now in discussions with Visit Qatar to scale the next edition, keeping it at the ECC venue. We were also recognized by Eventex Global Awards, ranking among the top 100 event agencies worldwide, which was another major milestone. These achievements reflect that MANGUSTEEN is firmly on the right track.

How has the events landscape in Qatar and the region evolved?

The region has become the global hotspot for events. The FIFA World Cup Qatar 2022 was widely recognized as one of the most successful editions in history. Following that, Qatar has established itself as a premier destination. The country will host high-profile tournaments like the FIFA Arab Cup and is bidding for other major international events. Saudi Arabia is also stepping into the spotlight with the World Expo and FIFA 2034. The region's rapid growth in mega events over the next decade represents a huge opportunity for companies like MANGUSTEEN, particularly in event infrastructure and management. The challenge, however, is scale. Saudi Arabia, for instance, faces logistical hurdles due to its larger population and geographic spread, meaning infrastructure development is not as concentrated as Qatar. For event organizers, accessibility, hotel capacity, and transport are key decision points. While current infrastructure may not fully meet demand, these challenges create opportunities for private sector players involved in supporting industries, from logistics to venue management.

How do you measure the success of your proprietary events in Qatar, balancing impact, networking, and community value for your clients?

For our IPs, impact drives decisions more than commercial returns. Even events that do not break even financially can achieve long-term value. We focus on content quality, speaker relevance, and audience fit. That is why we prioritize niche verticals over mass events; relevant participants create meaningful outcomes. Take Mina Fintech Festival, for example. Through this event, we attracted HyperPay, a multi-million-dollar company operating in Saudi, UAE, and Jordan, to establish its Qatar branch. We have also supported startups like Spendwiser, nurturing talent from speaker roles to exhibitors, sponsors, and ultimately helping it secure proper investment and licensing. We empower founders to connect with investors and participants to gain professional opportunities. Events such as Sportstech at Aspire demonstrate how attendees launch successful ventures post-event. Our approach reinforces Qatar's strategic vision, showing how private companies contribute to national growth.

How do you plan to develop MANGUSTEEN's IPs in Qatar, execute large-scale events, and leverage private-public collaboration?

We hope to continue Mina Fintech Festival, though that requires public sector support. Our primary focus is the Qatar Event Show, which has demonstrated tremendous growth potential based on feedback from local and international participants. We may explore new IPs with entities like MCIT, but only with confirmed public partnerships. Moving forward, PPPs will be central to launching new initiatives. MANGUSTEEN Experience, our production arm, has grown from smaller scopes to mega state-level events such as SMESMA, National Cyber Security conferences, UFC, Fuel Fest, and the Steve Harvey Golf Classic. We hope future government projects will allow us to further demonstrate that Qatar-based companies can execute world-class events, aligned with the country's vision. Our growth demonstrates that homegrown expertise can meet global standards, and we aim to expand that trajectory in 2026 and beyond. ✕

Expanded into UAE, fourth market, alongside Qatar, Saudi Arabia, Oman

First-ever Qatar Event Show launched September

2025

Pro Tips

➔ Events are no longer just gatherings; they are platforms that shape industries, ecosystems, and innovation. Investors who focus on niche communities, strong content, and long-term ecosystem value will find this sector increasingly powerful in the digital age.

BIO

Malik Shishtawi brings 20+ years of unparalleled experience in the realms of events and business management. His academic credentials include an MBA from the Swiss Business School and a bachelor's degree from BAU in Jordan, as well as a diploma from the Swedish Institute and several certifications from globally recognized entities such as Georgetown University, and American University in Cairo, among others. Throughout his career, he has worked with leading international groups including WPP and Omnicom.

Currently, he stands at the helm of MANGUSTEEN Middle East. Shishtawi's entrepreneurial spirit is further evidenced by his role in founding several landmark events in the Middle East, including The Arab Social Media Forum, MENA Fintech & Insurtech Festival, The Arab SportsTech Forum, Qatar Event Show and Print Pack Sign Show.



Ibrahim Alfares
CO-FOUNDER & CEO,
LANYARDY



Nina Kacharava
CO-FOUNDER & MANAGING PARTNER,
LANYARDY

BIO

Ibrahim Alfares is a multi-business entrepreneur with over 18 years in the event industry. He has built three successful companies spanning production, services, and technology. His longest-standing company demonstrates over a decade of financial and operational excellence within the premium segment, while his newer ventures of the Eques Holding Group maintain consistent and accelerating growth trajectories.

Nina Kacharava is a partner in multiple ventures and a seasoned event industry executive with expertise in management, marketing, and strategic talent acquisition. Holding a degree in IT, she is both an advocate and implementer of technology solutions to support seamless operational flows and informed strategic decision-making.

PASSING *the test*

Lanyardy has established a full-cycle manufacturing facility in Qatar, producing custom lanyards, badges, and wristbands locally.

What strategic importance does local production hold for Lanyardy, and how has being “made in Qatar” strengthened resilience for the events sector?

IBRAHIM ALFARES It is one of our core advantages. We strategically decided to differentiate our brand not only through premium quality materials and rapid large-scale production, but also by becoming a local manufacturer. To that end, we established our operations in Al Wukair with a fully equipped manufacturing facility and an annual production capacity of 2.2 million units. With this, we can proudly claim that Lanyardy is the only producer in Qatar with such production output. When it comes to the events sector, Lanyardy has filled an existing market gap. In the past, most event organizers faced the impossibility of fulfilling last-minute requests for high-quality lanyards and badges, or bore the high cost of inelastic demand. Lanyardy addresses several key challenges in the events sector: urgency, large-volume fulfillment. Our lanyard production speed alone reaches 20,000 units within 48 hours. You can order a sample today, touch it, test it, and be confident that your brand identity is not compromised. This eliminates the risks event companies typically carry when ordering from an overseas supplier. We are now developing the next evolution of lanyards, badges, and wristbands. We are working on NFC-enabled options, enhanced QR integrations, and stronger anti-counterfeit features to support access control and verification. We use ultraviolet printing on our badges, which is a digital method that delivers high-resolution output. The result is sharp, full-color, photo-quality print. This is one of our key competitive advantages.

How important are sustainability practices to your business model, and how do they align with Qatar’s broader environmental goals for the MENA events industry?

NINA KACHARAVA There is a choice every business owner can make: to decrease the negative impact on the environment. The same decision and responsibility lies with the consumer: by choosing Lanyardy, you choose a local manufacturer, which translates into simply lower CO2 emissions. Our products, manufactured from recycled ma-

terials, not only serve the purpose of reducing environmental harm, but also maintain the high quality you expect. As for our collection program, Qatar National Vision 2030 encourages businesses to adopt eco-responsible practices, and we are proud to be aligned with it. It was, therefore, an absolutely logical outcome of our environmentally conscious vision. Our first collection initiative was launched in 2024, and we have further plans to place our bins at event venues across Doha.

Lanyardy has served major local and international events across Qatar. How do you ensure consistency under large-volume pressure?

IA Large-scale events require a supplier that is capable of meeting world-class standards in terms of deadlines, quality, sustainable materials, and mass production. Such a task you cannot delegate to minor suppliers, therefore, Lanyardy was honored to manufacture its event identity products for such prominent events as Web Summit Qatar, the Formula One Qatar Grand Prix, and high-level UN conferences. Behind any decision, there is an estimation, planning, and control. Production of big quantities at high pace and expected quality standards cannot be executed without regular operational optimization, transparent working processes, and quality control; these are the things we strive for daily.

What markets or sectors in the GCC or broader region do you see as priority targets for expansion and why?

NK With rapid growth and stable demand, we receive dozens of leads daily. We could have entered neighboring markets, but our priority was to ensure we perform well at scale and fulfill our commitments locally. That is why we have only just begun our expansion into KSA and plan to cover the full MENA region within the coming years. With Lanyardy as a partner, the events industry in the region will gain a reliable, sustainable supplier and will no longer need to depend on APAC producers. We have a well-operated facility, the machinery, and professional, supervised staff, which alone already meets the demand and scale of the existing MENA market. ✖

Premium-quality lanyards & badges

Lanyardy® - Qatari brand





Alihan Tokmak
MANAGING DIRECTOR,
HEXAGON

DIGITAL *innovation*

Hexagon has grown into one of Qatar's leading event and brand-experience agencies with a strong digital focus.

BIO

Alihan Tokmak blends creative vision with operational precision. With a background in tourism and business management, he began his career at global brands like Hasbro and Sennheiser before moving into the events industry in 1998. Since joining Hexagon in 2012, he has led major cultural and sporting productions in Qatar including the ATP ExxonMobil Tournament, national celebrations, and key Qatar Museums and Qatar Creates projects. Known for innovative concepts and seamless execution, he guides teams in delivering impactful, memorable experiences.

How do you describe the company's evolution and direction in 2025?

Hexagon has become a trusted name in Qatar's live event industry, delivering tailor-made experiences from concept to execution. Our strength lies in combining creativity and precision, showcased through a decade of world-class projects. Moving forward, we continue to fuse innovation, culture, and technology to enhance Qatar's global event presence.

How are partnerships reinforcing your market leadership?

In 2025, Hexagon strengthened its position through national collaborations such as the Tasweer Photography Festival with Qatar Museums and Eid and Family Day activations for UDC at The Pearl-Qatar. These projects highlight our ability to design and deliver complex, high-impact experiences that reinforce our reputation for creativity, reliability, and excellence.

How are digital tools transforming the way you design and measure brand impact?

We have expanded our design and content teams and partnered with AI-driven creators to deliver impactful digital content. Beyond events, we support clients in corporate identity, branding, and culture transformation. By combining creative storytelling with analytics, we ensure every campaign drives measurable brand growth and engagement.

How is Hexagon adapting its creative model and expanding its service portfolio to stay ahead of the competition?

Hexagon stays ahead by integrating new technologies such as AR/VR, drone shows, and 3D video mapping. Our unified creative

“Aligned with Qatar's national vision, **Hexagon nurtures creative talent and builds platforms** that unite innovation, culture, and business.”

and operations teams ensure rapid delivery of innovative, yet cost-effective solutions that reflect Qatar's culture and creative vision.

Hexagon's consultancy arm now supports clients with strategy, sponsorship, and people development solutions. How does this diversification complement your core event and marketing services?

Our consultancy arm helps clients develop brand strategies, sponsorship frameworks, and people engagement programs, complementing our event expertise. This diversification allows us to move beyond execution, offering long-term value as a strategic creative partner.

Looking ahead, how will Hexagon contribute to Qatar's economic diversification by nurturing creative industries and driving knowledge-based growth through integrated communication and event strategies?

Aligned with Qatar's national vision, Hexagon nurtures creative talent and builds platforms that unite innovation, culture, and business. Through integrated event and communication strategies, we continue to shape Qatar's creative economy and inspire future industry leaders. ✖



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CURATING *memories*

Qatar hosts a number of local and international events with the aim to attract tourism and provide a truly unique experience.

FOR TOURISTS, an “experience” may mean comfortingly familiar or refreshingly new; a bucket-list historic site, or wilderness where time is irrelevant. And for Qatar, nurturing its reputation as a leisure and tourism hub, experience is key. This idea was embodied in Qatar’s Moments Made for You 2025 summer campaign, which focused on making lasting memories, be it through specific events or the destination itself. As part of the wider National Tourism Sector Strategy 2030 (NTSS 2030), implemented by Qatar Tourism and its promotional arm, Visit Qatar, the campaign was designed to appeal both to the private holiday-maker and corporations keen to treat its employees to a unique foreign jaunt.

In the lead up to hosting the 2022 World Cup, Qatar significantly upgraded its urban infrastructure, including the expansion of Hamad International Airport. Accessibility proved vital to positive visitor experience, while 57% of visitors arrived by air in 1H2025, 33% did so by land and a relatively high 9% by sea. The NTSS 2030, meanwhile, targets 6 million international visitors each year by 2030, adding USD11 billion to GDP, equivalent to 10-12%. Qatar has already been observing a steady rise in that contribution over the last few years, as tourism contributed approximately 8% in 2024. Other numbers, too, are northbound. In 1H2025 international visitor number surpassed 2.6 million up 3% on to the same period the previous year, and hotels for the period boasted an average 71% occupancy rate, up 2% on 2024. Note here that the five million arrivals of 2024 had soared 25% YoY.

Meanwhile, a healthy mix of nationalities is observed where, by destination, the largest ratio, at 36%, hailed from the GCC. Those were followed by European tourists at 26% and Asia and Oceania at 22%, with 7% apiece arriving from the Americas and other Arab countries. Destination management company Tawfeeq Travel’s CEO Rehan Ali Syed expects much from India, telling TBY, “we focus on key cities such as Mumbai, Chennai, Bangalore, and Hyderabad,” also adding that the “feedback has been positive; people see Qatar as less crowded, easier to navigate, and always offering something new.”

“Tourism,” explains Qatar Tourism Chairman Said

Bin Ali Al-Kharji, “plays an increasingly strategic role in strengthening Qatar’s economic foundations in a dynamic and often uncertain global landscape.” Yet, travelers increasingly seek evidence of environmental sensitivity from their travel experiences, while host countries, too, look beyond revenues. Qatar is approaching tourism with longevity in mind. A prime example of environmental sensitivity is the landmark Simaisma coastal development, a QAR20-billion scheme highlighting the country’s focus on innovation and sustainability, aiming to provide world-class experiences while promoting environmental stewardship.

In another bold strategy, Visit Qatar’s promotional film starring sports legend David Beckham, and targeting priority markets like the UK, the US, South Africa, China, and Australia, highlight Qatar’s rich sports roster featuring the FIFA Arab Cup Qatar 2025, the F1 Qatar Airways Qatar Grand Prix 2025, and Formula One, among numerous other events. Beyond the sports calendar, Qatar hosts events across numerous hobbies, crafts as well as natural experiences. These range from the Qatar Toy Festival and Doha Jewelry and Watches Exhibition 2025 to Shop Qatar and the Qatar International Food Festival, not to mention whale shark watching.

Qatar National Convention Centre (QNCC), launched in 2011, was the first venue of its kind built to the gold certification standard of the US Green Building Council (LEED) and has won multiple awards for its impressive 200,000sqm of venue area. General manager Hadi Darvishi told TBY the plan was to “position QNCC not just as a venue, but as a driver of the MICE sector.” Qatar’s pre-eminent multipurpose venue for national, international, and Qatar Foundation-led events has hosted everything from global summits, concerts, graduations, and cultural programs, and in 2025 held the UN’s Second World Summit for Social Development, bringing over 14,000 delegates, including 50 Heads of State, and more than 170 ministerial-level representatives.

Whatever the preference, Qatar can offer luxurious, family-friendly, and unique experiences. And with numbers confirming Qatar’s tourism sector is thoroughly on the rise, the appeal of these personalized experience will only grow. ✖

EVENT *tourism*

Qatar sees events as a key way to attract tourists from all corners of the globe. With a diverse set of events across many different interests, it is quickly becoming a hub for event tourism.

FOOTBALL

FIFA WORLD CUP 2022

Total attendance: 3.4 million

FIFA Fan Festival attendance: 1.8 million +

Number of foreign attendees: 1 million +

Number of public transport trips: 9.19 million

TOP VISITING NATIONS

Saudi Arabia India US UK Mexico

FIFA ARAB CUP QATAR 2025

Finalists: Jordan (2) vs. Morocco (3)

Host for the final: Lusail Stadium

Attendance of the final: 84,517 (record attendance)

Number of participating teams: 16



FORMULA ONE QATAR

GRAND PRIX

First Grand Prix: 2021

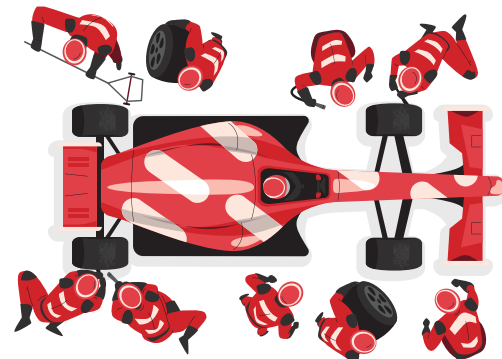
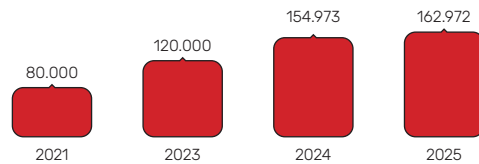
Track length: 5.419km

Lap record: 1:22.384 (Lando Norris, McLaren 2024)

Hosting fees: Approximately USD55 million annually

Contract length: 10 years

WEEKEND ATTENDANCE FIGURES F1 QATAR



EXHIBITIONS

QATAR TOY FESTIVAL

A month-long, annual festival hosting 40 major international toy brands. The event includes interactive performances and character meet-and-greets for the kids.

DOHA JEWELRY AND WATCHES EXHIBITION

A week-long festival of jewelry and watches at the Doha and Exhibition and Convention Center put by Qatar Tourism.

SHOP QATAR

Shop Qatar aims to attract people to the countries many malls offering discounts, events, and large prizes.

QATAR INTERNATIONAL FOOD FESTIVAL

A week-long festival of food hosted in 974 Stadium Precinct. The 2026 edition had over 100 food kiosks offering cuisine from around the world.



Source: Formula One, FIFA



Vicken Deyirmenjian
CO-FOUNDER & GENERAL MANAGER,
GULFCRAFTS CO.

SIGN OF THE *times*

Gulfcrafts has been steadily evolving from a signage and gifts specialist into a full-spectrum design and manufacturing partner for Qatar's flagship projects.

BIO

Vicken Deyirmenjian is the Co-founder and General Manager of Gulfcrafts, leveraging over 30 years of hands-on industry experience. Inheriting the family business in his native country of Armenia, he successfully brought the company to Qatar where, under his astute leadership, it has expanded and thrived. His management doctrines are determined by profound understanding of manufacturing technologies and product development, acute market insights, and strategic decision making focused on progress and innovations.

How are high-profile engagements like Con-teQ Expo, Project Qatar, Doha Film Festival, and Doha Tour influencing your pipeline and capabilities in the events and MICE sector?

These projects have really shaped the way we think and operate as a company. When you are involved in any kind of events, you are not just delivering structures and graphics; you are helping create an entire experience. That responsibility comes with high expectations in terms of creativity, speed, and reliability. Each project pushes our team to innovate technically, creatively, and logistically. Over time, that has built a strong internal capability and today we are able to design, fabricate, and install complex environments within incredibly tight timelines, while keeping everything locally produced and quality-controlled here in Qatar. In Qatar, the peak event season means several major events happening at the same time, all with extremely tight deadlines. To be able to deliver on our promises under that pressure, we have to plan our resources far in advance and operate with strong backup plans, so that the project is never at risk. That level of preparedness has become part of our DNA. Sustainability is another key dimension that our projects have strengthened. Large-scale events traditionally generate a lot of waste, but be it through these high-profile engagements or small branding elements, we have been able to demonstrate that sustainable event solutions are not just possible; they are practical and aesthetically and commercially viable, even under the most demanding timelines. Many of our systems are now designed to be reused across multiple events, significantly reducing material waste while maintaining a high-end visual impact. From a business perspective, these projects have also transformed our pipeline. Clients increasingly approach us not only for fabrication, but for end-to-end creative and technical solutions. They trust us to think ahead with them, to anticipate challenges, and to deliver under pressure. This has clearly strengthened our position in the MICE sector and opened the door to more complex, long-term collaborations in Qatar and beyond.

What is your expansion roadmap and how are you positioning your Doha-based operations for export-readiness?

We are definitely open to regional and international opportunities, but we are also conscious about not expanding faster than our standards can sustainably support. For us, growth only makes sense if it does not dilute the quality, creativity, and reliability that Gulfcrafts is known for. That is why our international move has been selective and carefully phased rather than aggressive. A good example of this approach is the launch of Signcrafts by Gulfcrafts in Saudi Arabia, which allows us to bring our signage and wayfinding expertise closer to one of the region's most dynamic construction markets, while still keeping our design leadership and quality control rooted in Doha. At the same time, we have already executed signage projects in Iraq, proving that our systems and standards can travel across borders when managed properly. In parallel, we are also seeing growing regional demand for our bespoke gifts, awards, and hospitality accessories, which we produce in Doha and export to GCC clients and beyond. From an operational point of view, replicating machinery and technology is actually relatively easy. The real challenge, and the real investment, is people. Our true know-how lives in our teams: in their craftsmanship, their discipline, and their understanding of precision, timelines, and client expectations. Transferring that culture to a new market takes time. It requires training, mentoring, and close supervision, which is why we are moving overseas carefully and building capabilities step by step. Doha remains our center of excellence. This is where standards are defined, complex production is executed, and new solutions are developed before being taken to other markets. Regional operations are either supported directly from Qatar or through carefully selected partners who are trained on our processes and quality expectations. So yes, we are expanding beyond Qatar, but in a measured, responsible way. Protecting our signature quality and reputation is more important to us than rapid scaling. ✖





HOST *with the most*

Vega Solutions is one of Qatar's leading providers of exhibition and event stand solutions, serving corporate and government clients alike.

BIO

Arjun E V is a diversified entrepreneur with business interests across the Middle East, India, and North America. With academic credentials in engineering and an MBA, he began his career in the packaging sector before moving into IT sales. Driven by a strong entrepreneurial vision, he later co-founded his first venture, securing the 3M automobile detailing distribution and expanding into floor-mat manufacturing, hospitality services, and integrated retail automobile solutions. In 2011, Arjun relocated to Qatar and founded Vega, navigating early operational challenges with resilience. Under his leadership, the company emerged as a key production partner for the FIFA World Cup Qatar 2022 and has since expanded its footprint across the GCC, with active bases in Qatar and the UAE. Beyond Vega, Arjun has diversified into agriculture, plantation, and real estate development in India, while also establishing a presence in Canada through strategic investments in the mortgage sector.

Arjun E V
FOUNDER,
VEGA SOLUTIONS

How do you describe the company's evolution and market position today?

Over the years, Vega Solutions has evolved from a focused exhibition services provider into a comprehensive, end-to-end event and exhibition solutions partner. Our growth in Qatar has been driven by consistency, reliability, and a deep understanding of both corporate and government expectations. Today, Vega is positioned as a trusted regional player with strong in-house capabilities, world-class production standards, and a reputation for delivering complex projects with precision. Our market strength lies not only in scale, but in our ability to adapt, innovate, and build long-term partnerships, all while maintaining the agility and personal commitment that defined us from the beginning.

How are you scaling operations to meet rising demand for high-quality exhibition experiences?

With Qatar hosting an increasing number of international conferences and trade shows, Vega Solutions has proactively scaled both our design and production capabilities to meet rising demand. We have invested in state-of-the-art production facilities, upgraded our technical equipment, and expanded our creative and project management teams. This enables us to deliver high-quality, customized exhibition experiences consistently, even for large-scale and complex projects. Our approach combines operational efficiency with innovative design, ensuring that every stand or event we produce reflects world-class standards while meeting tight timelines and client expectations.

How is innovation in materials and design enhancing your competitiveness?

Innovation is at the heart of Vega Solutions' approach to exhibitions and events. By introducing new fabrication technologies and modular systems, we are able to accelerate build times, reduce waste, and enhance sustainability, all without compromising on quality or design impact. These advancements give us a competitive edge by allowing greater flexibility, faster project delivery, and more environmentally responsible solutions. Clients benefit from bespoke, high-quality experiences delivered efficiently, while Vega continues to set new standards in both innovation and operational excellence.

As clients increasingly seek immersive and digital-ready exhibition environments, how

is Vega integrating technology, lighting, and interactivity into stand design?

At Vega Solutions, we understand that modern exhibitions require more than static stands. We integrate digital technologies, advanced lighting, kinetic displays, and interactive elements to create fully immersive environments that engage visitors and communicate brand stories in memorable ways. From LED walls, projection mapping, and AR experiences to moving installations and interactive touchpoints, our designs combine creativity with cutting-edge technology. This approach ensures that our clients' stands are not only visually striking, but also experientially engaging, leaving a lasting impression in competitive exhibition spaces.

How do partnerships help position Qatar as a regional hub for exhibitions and trade shows?

Collaborating with organizers of major events across sectors, from energy and real estate to technology, allows Vega Solutions to deliver high-quality, seamless experiences that reflect international standards. These partnerships not only enhance the execution of individual events, but also contribute to Qatar's reputation as a regional hub for exhibitions and trade shows. By bringing global best practices, innovative design solutions, and operational expertise to each project, we help elevate the overall industry ecosystem. This, in turn, attracts international exhibitors, encourages investment, and strengthens Qatar's position as a preferred destination for large-scale, world-class events.

How will Vega Solutions align its growth strategy with Qatar's diversification goals and strengthening the country's reputation as a global events destination?

Looking ahead, Vega Solutions is aligning its growth strategy closely with Qatar's diversification and MICE industry objectives. By expanding our design, production, and technology capabilities, we aim to support the country's vision of becoming a world-class events and exhibitions hub. Our focus is on delivering innovative, sustainable, and digitally enhanced experiences that attract global brands and audiences. Through strategic partnerships, talent development, and operational excellence, Vega contributes to strengthening Qatar's reputation as a leading destination for international conferences, trade shows, and large-scale events, while fostering long-term growth for the local events ecosystem. ✖

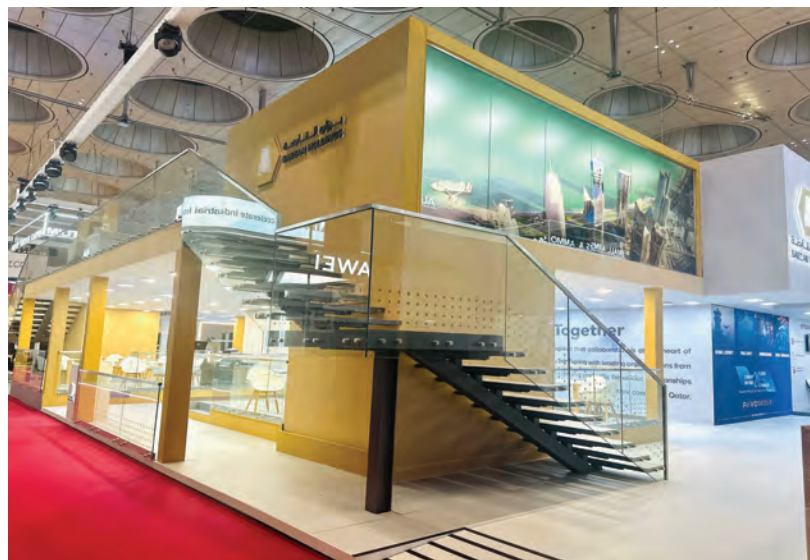
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THE MAIN *event*

TSE Middle East provides advanced technical solutions for events in the GCC, including comprehensive AV, lighting, and staging solutions.

BIO

With over two decades of expertise in the events industry, Petar Mircevski has established a remarkable career as both a Production Manager and entrepreneur. Since 2000, he has played a pivotal role in shaping the European and Middle Eastern event landscape, contributing to some of the region's most high-profile productions. As the Co-Founder and CEO of TSE Middle East, a leading provider of Audio, Video, and Lighting solutions, Petar continues to spearhead innovation, delivering world-class technical services that set new standards for excellence in live events

Petar Mircevski
MANAGING PARTNER,
TECHNICAL SOLUTIONS FOR EVENTS
(TSE)

How has TSE evolved in recent years, and what is its current strategic focus?

TSE has strategically evolved from a leading technical supplier into a comprehensive, integrated event solutions partner, supporting some of Qatar's most ambitious productions. This transformation has been fueled by continuous investment in innovation and an acute understanding of the complexities behind large-scale events. Our strategic focus remains on strengthening this position by combining cutting-edge technology with exceptional project delivery. Our aim is to elevate every experience through unwavering reliability, creative ingenuity, and operational excellence.

With Qatar's event calendar expanding across conferences, concerts, and sports tournaments, how are you scaling capacity to meet growing national demand?

To align with Qatar's burgeoning event landscape, we are expanding both our technical infrastructure and our specialized workforce. This includes significant investments in high-end lighting and audio systems, large-format LED, advanced control infrastructure, and enhanced rigging capabilities. Alongside equipment, we are prioritizing continuous learning through rigorous training programs and strategic international collaborations. This holistic approach allows us to simultaneously deliver multiple major productions, while maintaining uncompromising quality and precision.

The company recently introduced next-generation LED screens, rigging systems, and immersive sound solutions. How are these innovations improving performance and client experience in major productions?

These next-generation technologies fundamentally allow us to create more dynamic, visually impactful environments while ensuring safety and efficiency. Our advanced LED solutions deliver exceptional clarity and brightness, performing optimally even in demanding outdoor conditions. The upgraded rigging and immersive audio systems make productions more fluid, scalable, and deeply engaging audience experiences. Ultimately, clients benefit from expanded creative latitude, streamlined execution, and superior technical performance across all event stages. As hybrid and digital experiences become integral to modern events, TSE has also invested heavily in streaming infrastructure and real-time content platforms to ensure

reliable digital participation for global audiences. Projection mapping has become one of our core specialties, enabling us to transform physical venues into immersive storytelling canvases. Our advanced control systems ensure synchronization and coherence across virtual and live components. We have developed robust infrastructure to ensure seamless global connectivity and This ensures that hybrid events remain This ensures that hybrid events cohesive, interactive, and technically flawless.

How do you evaluate the role of strategic partnerships?

Strategic partnerships enable us to engage with creative teams early in the planning process and jointly shape the technical direction of each project. In our industry, trust is built over the years of delivery. When you have worked with the same client across multiple productions, you don't start from zero every time. You know the venues, you know how the decisions are getting made, and you know where the pressure points are before they become problems; that knowledge is invisible on a spec sheet, but it's worth more than many other things. This integrated approach fosters smoother planning, transparent communication, and highly efficient implementation on-site. Working closely with national institutions also affords us the unique opportunity to contribute to national milestones and prominently showcase Qatar's capabilities on a global stage. These enduring partnerships embody our consistent commitment to deliver shows that are both ambitious and flawlessly executed.

Looking ahead, how will TSE continue supporting Qatar's vision of becoming a global events destination?

TSE is fully committed to supporting Qatar's long-term vision of becoming a premier international destination for cultural and business events by continuously investing in future-ready technologies and expanding our specialized expertise. We will persist in nurturing local talent, expanding our logistical capacity, and advancing our sustainability initiatives. Through these initiatives, we aim to empower Qatar to host even larger, more diverse, and more technologically advanced international productions in the years ahead. Ultimately, our goal is to remain a trusted partner and a key enabler in positioning Qatar as a leader in world-class event experiences. ✖



Cynthia Nawwar
FOUNDER,
ATELIER CYNTHIA

BIO

Cynthia Nawwar is a passionate Lebanese entrepreneur and the creative force behind Atelier Cynthia, a bespoke chocolate brand flourishing in Qatar. Inspired by her childhood memories of her mother's artistry, Cynthia combines modern design with local flavors to create exquisite chocolate creations for every occasion. Grateful for the support and inspiration from Qatar's rich cultural heritage, she has built a brand that brings joy to countless celebrations.

How is Atelier Cynthia innovating through new collections, techniques and creative storytelling that elevate the art of gifting?

At Atelier Cynthia, innovation begins with emotion. Every collection is created not only to look beautiful, but to tell a story one that connects sentiment, craftsmanship, and design. We see gifting as an experience, not a transaction, so each piece is designed to carry meaning from the packaging concept to the handwritten note and the chocolate inside. We constantly introduce new seasonal collections that merge artistic design with the spirit of the occasion, whether it is a national celebration, a newborn arrival, or a corporate milestone. Our approach blends fine Belgian Callebaut chocolate with bespoke packaging, where patterns, colors, and messages are customized for each client. Creatively, we draw inspiration from both Qatar's modern elegance and European artisanal detail, allowing us to tell stories that feel globally refined, yet locally

rooted. Whether it is a gold-embossed graduation box or a hand-illustrated newborn gift, our goal is to make every Atelier Cynthia creation feel personal, timeless, and worthy of being remembered.

How are you expanding bespoke craftsmanship while ensuring consistency and quality at scale?

Atelier Cynthia was built on the belief that every gift should tell a personal story, one that carries emotion, not just elegance. Personalization is at the heart of everything we do, from the message behind each collection to the smallest detail in packaging. As we grow, our challenge and commitment are to maintain the artisanal soul of our work while expanding our reach. We have invested in refined production methods and quality control systems that allow us to scale without compromising craftsmanship. Every design still starts with a hand-drawn concept, then transitions into production with precision and care. We also collaborate closely with trusted local and international artisans, ensuring every Atelier Cynthia piece meets the same standard of beauty, consistency, and meaning. What truly sets us apart is that even as we scale, each creation still feels personal. Our clients know that their gift wasn't simply produced; it was crafted with intention, emotion, and story. ✖

*We customize
your feelings*

DOHA, QATAR

ATELIER
Cynthia

ATELIER
Cynthia



Zakariya Salahudeen
MANAGING DIRECTOR,
WAH GIFTS

BIO

Zakariya Salahudeen is a Qatar-based entrepreneur and creative leader. Born in Trikaripur, India, he displayed an early spark for innovation, launching his village's first website in 2000 at the age of 20. Over two and half decades, he has built ventures at the intersection of technology, media, and storytelling, including Al Raza IT Solutions and Al Raza Photography and Video Production in Qatar. In 2021, he launched Wah Prints, followed by Wah Gifts.

How is Wah Gifts redefining luxury corporate gifting in Qatar and the GCC?

In the Gulf, gifting is not a transaction; it is a statement of respect, a reinforcement of relationships, and often, a reflection of one's values. As Qatar's corporate and hospitality sectors continue their rapid evolution, the expectations around corporate gifting have shifted dramatically from standard merchandise to curated experiences that communicate thought, culture, and intent. At the center of this transformation stands Wah Gifts, a Qatar-based luxury corporate gifting and branding company that has steadily emerged as one of the region's most trusted names in bespoke gifting solutions. Built on creativity, operational excellence, and an unwavering attention to detail, Wah Gifts is not just responding to market demand, it is shaping it.

How do you translate deep cultural understanding into modern solutions that remain relevant for today's evolving business landscape?

Wah Gifts' success is deeply tied to its people. From creative designers and sourcing specialists to operations, quality control, and client servicing teams, every individual plays a role in upholding the brand's standards. The team operates with a shared sense of ownership understanding that a single flaw can dilute an entire experience. Their commitment, adaptability, and pride in craftsmanship are what enable Wah Gifts to deliver consistently, even under tight timelines and high expectations. One of Wah Gifts's defining strengths is its ability to adapt to the cultural, social, and business nuances of the GCC. The brand understands that gifting in the region is deeply tied to hospitality, respect, and symbolism. By incorporating premium local materials, culturally resonant design elements, and Arabic-influenced aesthetics, while maintaining global luxury standards Wah Gifts creates products that feel both relevant and refined. Its recent focus on sustainable packaging and eco-conscious sourcing further aligns the brand with the region's evolving values and long-term vision. Digital customization tools have also enhanced client engagement, allowing brands to co-create and visualize outcomes bringing transparency and confidence into the decision-making process. ✕





MINA HOTEL & RESIDENCES

NESTLED within the vibrant Mina District at the heart of Old Doha Port, Mina Hotel & Residences is a five-star boutique retreat where Qatar's rich maritime history comes to life through thoughtfully designed spaces and warm, authentic hospitality. Its distinctive low-rise buildings, with inclined walls, wooden shutters, and vintage ironmonger, pay quiet homage to the nation's cultural heritage, while 30 elegant hotel rooms and 119 upscale apartments offer sweeping views of the Arabian Gulf, West Bay, and the Cruise Terminal. From al fresco dining on the terrace overlooking the promenade to kayaking, boating, and waterfront strolls, Mina Hotel & Residences offers a refreshingly distinct experience in the midst of one of Doha's most storied destinations.



THE BENTLEY LUXURY HOTEL & SUITES

THE BENTLEY LUXURY HOTEL & SUITES commands a distinguished presence in the heart of Doha's West Bay, seamlessly blending sophistication with the vibrant energy of Qatar's central business district. With 431 bespoke suites spread across 44 floors, The Bentley offers breathtaking views of the Doha skyline and the Arabian Gulf, alongside world-class amenities including a rooftop pool, Evian Spa, an exclusive cigar lounge, and a private art gallery. Whether welcoming business travelers or families seeking a refined escape, The Bentley Luxury Hotel & Suites delivers an unparalleled standard of urban luxury in the heart of one of the Gulf's most dynamic cities.

SHAZA DOHA

SHAZA DOHA invites its guests on a captivating journey along the ancient Silk Route, where centuries of culture and tradition come alive through contemporary design and warm Arabian hospitality. Nestled between the Museum of Islamic Art and the National Museum of Qatar, the hotel's iconic façade, inspired by the traditional mashrabiya, sets the tone for an experience rooted in authenticity. With 171 elegantly appointed rooms and suites, a rooftop pool overlooking the city, the celebrated Shaza Hammam & Spa, and a curated selection of Eastern dining destinations, Shaza Doha offers discerning travelers a truly immersive cultural retreat at the heart of Doha.



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