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## Qatar 2026

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Economy ♦ Finance ♦ Energy ♦ Digitalization

Transport ♦ Real Estate & Construction ♦ Agriculture & Sustainability

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

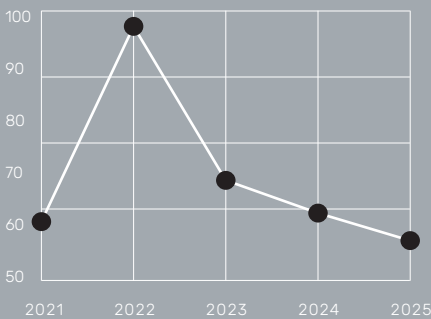
**INFLATION (2024)**

SOURCE: STATISTA

1.22%

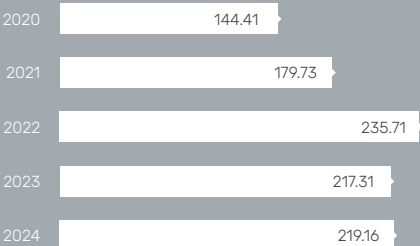
**TRADE BALANCE (USD BN)**

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

**T**HE 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](https://manateq.qa)



# Economy

## BUILDING *confidence*

**Q**ATAR 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

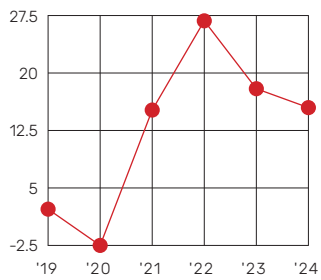
stronger private-sector participation and the establishment of new international firms across professional services, digital platforms, advanced logistics, and financial solutions. The emphasis is shifting from one-time market access to long-term ecosystem anchoring, where companies are supported in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

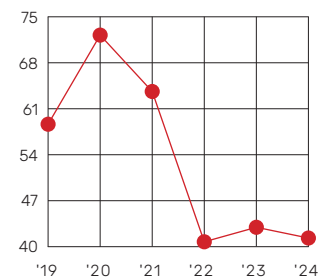
### CURRENT ACCOUNT BALANCE (% OF GDP)

SOURCE: WORLD BANK



### GOVERNMENT GROSS DEBT (% OF GDP)

SOURCE: IMF



### FDI, NET INFLOWS (% OF GDP)

SOURCE: WORLD BANK

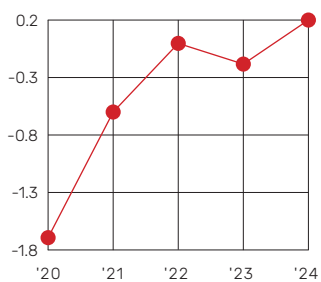


Image: Xxx



## 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.



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

## 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.

**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.





## 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.



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