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QNB Group wins multiple *Euromoney* Awards for Excellence for 2026

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QIB recognised with 3 *Euromoney* awards, including 'Qatar's Best Bank'

UDC posts Q2 profit of QR115mn on QR885mn revenues

United Development Company (UDC) reported a net profit of QR115mn on revenues of QR885mn for the second quarter of 2026. The net profit attributable to equity shareholders stood at QR119mn, with basic earnings per share of QR0.034.

Commenting on the results, UDC chairman Ahmed bin Ali al-Hammadi, said: "The second quarter was marked by significant progress across both our development and commercial activities.

"Alongside maintaining healthy operational performance, we advanced several strategic projects that will support future growth while continuing to enhance the lifestyle, residential and investment appeal of The Pearl Island and Gewan Island."

He added: "For the remainder of the year, our focus will continue to maintain execution momentum, bringing strategic projects closer to market, and continuing to invest in developments that reinforce UDC's position as a leading destination developer while delivering long-term value for our shareholders."

UDC president and CEO Yasser Salah al-Jaidah stated: "During the second quarter, we reached important milestones in the redevelopment of Perlita Gardens with the successful award of the final demolition package, bringing the demolition phase close to completion and enabling the project's next stage of development."

The completion of the demolition phase marks a key milestone in the delivery of Perlita Gardens, UDC's planned 150-villa premium residential development at The Pearl Island, paving the way for the commencement of construction in August.


UDC chairman Ahmed bin Ali al-Hammadi. ***Right:*** UDC president and CEO Yasser Salah al-Jaidah.

During the quarter, UDC also awarded several infrastructure enhancement projects, including road widening works at The Pearl Island and the Qanat Quartier Beach enhancement project, further advancing the Company's development pipeline.

On the commercial front, al-Jaidah said: "We maintained positive momentum across our sales and leasing activities.

At Crystal Residence, we developed and launched two new ownership solutions in response to evolving customer preferences and to broaden market accessibility. During the quarter, we also completed the sale of plot expansions at Gewan Island, while retail leasing remained strong across both islands, further enhancing our destinations' retail mix and lifestyle offering."

Supporting this commercial strategy, the two new ownership pathways were introduced to support sales at Crystal Residence, offering buyers the flexibility to choose between a direct ownership programme with a 7.7% down payment and interest-free instalments over six years, or a seven-year lease-to-own programme that allows residents to move into completed homes immediately while progressing towards full ownership.

Together, the two options support continued sales activity while widening access to completed, income-generating residential assets.

Al-Jaidah added: "As we move into the second half of the year, our focus will be on progressing key developments, advancing new projects that support the next phase of growth, and continuing to strengthen our destinations through a balanced programme of commercial activity, events, and community engagement.

"In parallel, we will continue advancing UDC's framework of excellence to become more agile, future-ready, and aligned with stakeholder expectations and changing market dynamics."

Building on the quarter's financial and operational performance, UDC will continue advancing Perlita Gardens and other key construction and infrastructure programmes, while strengthening its residential, retail, and hospitality portfolio. These efforts will remain focused on responding to market demand, enhancing the long-term appeal of both islands, and delivering sustainable value for shareholders.

QIB wins 3 *Euromoney* awards, including 'Qatar's Best Bank'

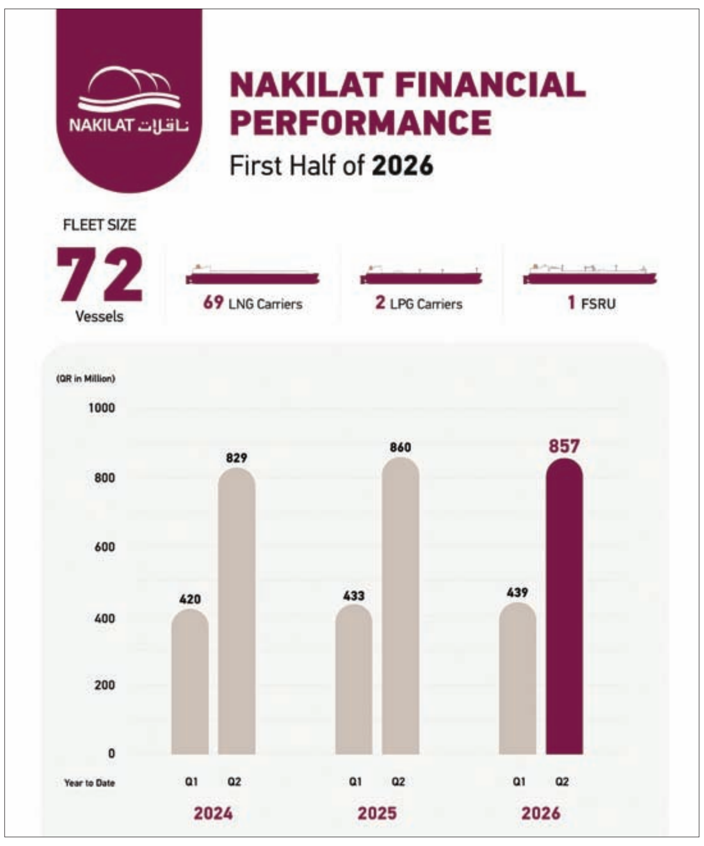
Qatar Islamic Bank (QIB) has been recognised with three awards: 'Qatar's Best Bank', 'Qatar's Best Digital Bank for Consumers', and 'Qatar's Best Bank for SMEs' at the *Euromoney* Awards for Excellence 2026.
The recognitions reaffirm QIB's leadership in Qatar's banking sector and underscore the bank's strong market position, consistent performance, and commitment to creating long-term value for its customers, shareholders, and the wider community.
The recognition reflects QIB's strong financial performance and ability to consistently create value for customers and shareholders.
In H1 2026, QIB reported a net profit of QR2.22bn, representing a growth of 2.3% compared to the same period in 2025. Total assets reached QR234bn in H1 2026, representing a growth of 10.4% year-on-year (y-o-y). QIB also maintained a cost-to-income ratio of 16.4%, which is the best in the Qatari banking sector.
The awards further reinforce QIB's leadership in Islamic banking and digital innovation, reflecting the bank's continued ability to deliver market-leading solutions and exceptional customer experiences.
The Qatar's Best Bank award recognises QIB's strong market position, resilient business model, and consistent performance across all its customer segments. The award reflects the bank's ability to combine financial strength, operational efficiency, digital innovation, and customer-centricity while maintaining a disciplined approach to risk management and sustainable growth. It also underscores QIB's continued commitment to supporting Qatar's economic development and creating long-term value for all stakeholders.
The award for Qatar's Best Digital Bank for Consumers highlights QIB's continued leadership in digital banking innovation. During 2025, the bank further enhanced its digital ecosystem with a range of first-to-market solutions and customer-focused innovations, including the launch of the QIB Junior App for kids and teens, enabling workers to open accounts through the QIB Lite App, and the introduction of advanced payment solutions.

The recognitions reaffirm QIB's leadership in Qatar's banking sector and underscore the bank's strong market position, consistent performance, and commitment to creating long-term value for its customers, shareholders, and the wider community

Today, the QIB Mobile App offers more than 320 features and services, providing customers with an easy, secure, and fully integrated banking experience.
The Qatar's Best Bank for SMEs award recognises QIB's continued commitment to supporting one of the country's most important economic segments. Through a comprehensive range of Shariah-compliant financial and digital solutions, supported by dedicated relationship management, QIB helps SMEs enhance efficiency, accelerate growth, and navigate an evolving business environment. The award reflects QIB's ongoing contribution to private sector development, economic diversification, and financial inclusion in Qatar.
Bassel Gamal, QIB Group CEO, said: "These prestigious awards reflect the strength of QIB's strategy, which is centred on delivering sustainable growth, shareholders return, and exceptional customer experiences. These achievements would not have been possible without the dedication and commitment of our team, the support of our board of directors, and the trust and loyalty of our customers.
"The recognition underscores our commitment to continuously enhancing our products and services, advancing our digital capabilities, and supporting the ambitions of Qatar's economy through innovative and Shariah-compliant financial solutions. As we continue our growth journey, we remain focused on creating long-term value for our customers, shareholders, and the communities we serve."
The *Euromoney* Awards for Excellence are among the most respected and widely recognised awards in the global banking industry, honouring institutions that demonstrate outstanding performance, innovation, and leadership across their respective markets.

Nakilat posts H1 net profit of QR857mn

Qatar Gas Transport Company (Nakilat) achieved a net profit of QR857mn in H1 2026 compared to QR860mn for the corresponding period in 2025.
Eng Abdullah al-Sulaiti, Nakilat CEO, said: "In light of the current situation in the region and its impact on business performance, our Marine Services segment was significantly affected, with ship repair, shipping agency, and towage services experiencing a noticeable decline.
"Despite these challenges, we continued to fulfil our strategic role in providing LNG shipping services to our customers and took decisive cost-control measures to maintain the stability of our core operations while ensuring the highest levels of fleet reliability. We remain steadfast in our commitment to serving our customers under all circumstances."
During this period, Nakilat was awarded the 'East Export Credit Deal of the Year' by Marine Money, the world's leading provider of shipping finance information. The recognition was given for the Nakilat Conventional Inc financing for 25 LNG carriers, a landmark financing transaction supporting the company's ongoing fleet expansion programme and its strategic role in Qatar's LNG value chain.
In H1 2026, Nakilat continued to advance its strategic growth initiatives and fleet expansion programme, which comprises a total order book of 40 newbuild vessels under construction at leading shipyards in South Korea and China.
Throughout the period, the newbuild programme achieved a series of key construction milestones across its shipyards in South Korea, including steel-cutting, keel-laying, and vessel-launching events for both conventional LNG carriers and LPG/ammonia carriers.
These milestones reflect the steady momentum of the company's delivery schedule, with the first newbuild deliveries on track to commence later in 2026.
Nakilat was also recognised among Forbes Middle East's '100 Most Valuable Companies for 2026', reaffirming its standing among the region's leading listed companies and its leadership in the maritime and energy logistics sector. The company maintained its unwavering focus on safety, excellence, and sustainability across its operations throughout the period.
Nakilat will host a conference call to discuss the financial results for H1 2026 today (July 22) at 1.30pm (Doha Time). The conference presentation will be published on the company's website before the call.



Middle East airline executives highlight stability at Farnborough despite conflict

Reuters
Farnborough

The Middle East's aviation sector is open for business, aviation executives representing regional businesses, including Emirates' President Tim Clark, said on Tuesday, seeking to ease worries about spiralling conflict.
"As long as the situation, as bad as it is at the moment, is manageable, we can still continue what we're doing," Clark told Reuters on the sidelines of the UK's Farnborough Airshow on Tuesday, adding that the airline was flying at 90% capacity and that premium cabins were full.
The US hit targets in Iran for the 10th consecutive night, while Iran struck US sites in Bahrain, Kuwait and Jordan, leaving a fragile interim peace accord signed last month in tatters.
Middle Eastern carriers have seen their traffic drop since the Israel-US war on Iran began on February 28, with some cutting capacity in an effort to shield themselves from spiralling costs.


Emirates airline President Tim Clark poses at the Farnborough International Airshow on Tuesday.

But at Farnborough, regional leaders stressed that the Middle Eastern aviation business is going strong.
"I think the closer you are to the centre of the Gulf operation, the more normal you realise things are," said Paul Griffiths, CEO of Dubai airports.
Traffic has steadily recovered in recent weeks for many of the region's core carriers, as Emirates' Clark told Reuters the sector has to "think positive, act positive, be positive," when it comes to projecting the region's recovery.
Clark added that the carrier has no plans to defer orders and that ambitions to open a new airport in the United Arab Emirates in 2032 were still on track. Griffiths confirmed that the new Dubai airport was still set for its targeted opening date.

US readies new tariffs as Trump's 10% global levy to expire

The US is acting soon on a host of new tariffs targeting dozens of countries, trade envoy Jamieson Greer said Tuesday, with President Donald Trump's temporary global levy due to expire this week, reports AFP.
The Trump administration has prepared fresh tariffs targeting 60 trading partners over their alleged failures to act against forced labor, as officials push to rebuild the US leader's trade agenda after legal setbacks.
"The US has laws to prohibit trading goods with forced labor. Other countries, most don't have a law, those that do don't really enforce it," Greer told CNBC on Tuesday.
"We expect to see some action soon," he added, although saying he could not specify a timeline.
While Trump imposed a 10% global duty this year after a swath of his tariffs were struck down by the Supreme Court in February, this levy expires Friday.
Analysts expect that new planned tariffs over forced labor concerns — ranging between 10% and 12.5% — would replace the temporary duties.
Greer added Tuesday that the new action will cover the vast majority of US trade.
But these moves could reignite tensions with major US trading partners. The European Union, China, Taiwan, Vietnam and Japan are all among targeted economies.
Already, the EU previously said that it considers tariffs imposed on these grounds to be "unjustified."
Trump has also unleashed other duties and trade investigations as he presses US partners for further leverage: a 25% tariff on various Brazilian goods taking effect Wednesday; a 50% tariff on many Canadian products kicking in August 19; and trade probes on 16 trading partners over excess industrial capacity.

Airbus aims to boost profitability

European aircraft manufacturer Airbus said Tuesday it plans to boost its profitability, targeting a roughly 75% boost in operating profits by 2029, reports AFP.
The company said in a statement it would outline its medium-term business strategy and financial outlook with investor and analysts at the Farnborough Air Show.
The statement said the company would announce a target of €12bn-€13bn in adjusted earnings before interest charges and taxes.
That represents an increase of roughly three quarters from the 2025 operating profit.
"Our trajectory fuels our profitable growth, creating value for our customers, employees, partners and shareholders as we continue to pioneer sustainable aerospace for a safe and united world," chief executive Guillaume Faury was quoted as saying in a statement.
Airbus management was also expected to reaffirm its objective of completing a share buyback programme of €5bn over three years.
With orders remaining solid in both the civilian aircraft and defence segments, Airbus's primary challenge is to speed up production.
Airbus managed to deliver 351 commercial aircraft in the first half of this year, a 15 % increase from the same period in 2025.

Airbus branding is displayed at the Farnborough Airshow in Britain. The company would announce a target of €12bn-€13bn in adjusted earnings before interest charges and taxes, according to a statement.

Boeing asks US to intervene for transparency over record EU loan package to Airbus

Reuters
Farnborough, England

Boeing has asked the US government to press the European Union for transparency over a €3bn ($3.43bn) loan package to Airbus, resurfacing potential trade tensions after the two sides extended a tariff truce over jet subsidies.
The request for the US government to intervene comes as Airbus has been talking about the development of a new plane as early as 2030, potentially kickstarting a new wave of competition in the global jet market. Both sides won partial victories in a 17-year battle at the World Trade Organization over mutual claims of aircraft subsidies that led to a wave of Transatlantic tariffs hitting other industries, before agreeing a five-year truce in 2021.
The truce, which was set to expire on July 6, has been extended indefinitely as both sides draw back from a renewed trade war in aerospace. In a letter to US Trade Representative Jamieson Greer, seen by Reuters, Boeing said it had been surprised by a June 29 announcement from the European Investment Bank, the EU lending arm, committing to its largest-ever corporate loan for Airbus.
It asked the USTR to request a "full accounting of the terms of this loan" from the EU and to explain why it was compatible with the 2021 truce agreement, which called for an "open and transparent process."
Greer said on CNBC that USTR is looking at the loan "very closely" and raised with his counterpart in the European Commission and in talks with Boeing.
"We can't accept a situation where companies don't have to operate under market-based systems, where Boeing has to operate and compete against an Airbus that gets unfair loans," Greer said.
"If the European Union is giving unfair loans, then we need to take care of it and address it."
Boeing noted that the announcement, which included an initial tranche of €1bn, came just four days after the EU adopted the decision to extend the standstill agreement. "At a minimum, the timing of this loan is surprising," Boeing said in its letter. The EIB said it finances thousands of companies every year and denied offering Airbus any unusual support.
"This is a normal loan, carrying interest, part of the EIB's overall financing activity," a spokesperson said.

The signage for Boeing is pictured on the second day of the Farnborough International Airshow 2026, south-west of London, on Tuesday. Boeing has asked the US government to press the European Union for transparency over a €3bn ($3.43bn) loan package to Airbus, resurfacing potential trade tensions after the two sides extended a tariff truce over jet subsidies.

Airbus and Boeing declined comment.
The USTR and European Commission did not immediately respond to requests for comment.
In its loan announcement, the EIB said the package of loans would support Airbus' long-term investments through 2030.
Boeing noted that this is the same year in which Airbus CEO Guillaume Faury has said Airbus plans to begin the development of an A320neo successor.
In an interview with Aviation Week ahead of the Farnborough Airshow, Faury spoke of a new plane in 2030 and disclosed the internal code word for the project, "eAction."
"The timing of this significant loan also coincides with Airbus leadership remarks publicly committing to a launch date of a new airplane, which further raises questions about both the size and the intent of this historic economic assistance package," Boeing's letter to the USTR said.
Boeing has said market conditions are not yet right for a new generation of planes, although analysts say both companies are expected to start the next developments by mid-decade.
Boeing's letter underscores wariness over funding on both sides, though tensions have eased considerably since the WTO subsidy battle.

QNB Group wins multiple *Euromoney* Awards for Excellence 2026

QNB Group was awarded 'Qatar's Best Digital Bank', 'Qatar's Best Bank for Digital Customer Experience', 'Qatar's Best Bank for ESG', and 'Middle East's Best Bank for Diversity and Inclusion'.

QNB Group has been recognised with four major titles at the *Euromoney* Awards for Excellence 2026, reinforcing its continued leadership across digital banking, customer experience, sustainability, and inclusive growth.

The group was awarded 'Qatar's Best Digital Bank', 'Qatar's Best Bank for Digital Customer Experience', 'Qatar's Best Bank for ESG', and 'Middle East's Best Bank for Diversity and Inclusion'.

The recognitions build on QNB Group's consistent track record of accolades from *Euromoney* in recent years, reflecting continuous leadership across digital innovation, customer experience, and ESG integration.

Adel Ali al-Malki, senior executive vice president - Group Retail Banking at QNB, said: "Receiving these prestigious awards is a testament to our strategic vision and unwavering commitment to customer-centricity and delivering best-in-class digital first solutions. We continue to invest in innovation, technology, and customer experience to advance our digital capabilities, setting new benchmarks for digital banking excellence in Qatar and beyond."

The awards also highlight the group's sustained investment in digital transformation, advanced digital technologies, enabling seamless, secure, and intuitive banking experiences, while reinforcing its commitment to embedding sustainability and responsible business practices at the core of its strategy.

Recognition for diversity and inclusion further underscores QNB's focus on building a high-performing and inclusive workplace aligned with global standards. Najla Ibrahim al-Mutawa, executive vice-president of Group Strategy and Business Development at QNB, said: "These recognitions reflect our continued focus on building a future-ready banking group, driven by innovation, sustainability, and a deep commitment to delivering exceptional customer experiences.

"As we expand our international footprint, we remain focused on strengthening our digital capabilities, embedding sustainability across our operations, and fostering an inclusive culture that enables long-term value creation for our customers, shareholders, and communities."

The *Euromoney* Awards for Excellence are among the most respected in the global financial industry, recognising institutions that demonstrate strong performance, innovation, and impact across markets.

In addition to the awards, QNB Group's efforts to provide seamless digital banking experience were recognized by five international awards recently. The recognitions include 'Best Multi-Channel Offering for Middle East and North Africa', 'Best Digital Bank in Qatar', 'Excellence in Omni-Channel Customer Experience in Middle East', 'Best Mobile Banking App in Qatar', and 'Best in Social Media Marketing and Services in Qatar'.

QFC, CCI France sign MoU to strengthen business ties

From left, seated: Edouard Thevenin, president, CCI France Qatar, and QFC CEO Mansoor Rashid al-Khater during the MoU signing held recently in Doha.

The Qatar Financial Centre (QFC) has signed a Memorandum of Understanding (MoU) with CCI France Qatar, the French Chamber of Commerce in Qatar, to promote bilateral trade, investment, and business connectivity between Qatar and France.

The MoU establishes a framework for collaboration to strengthen engagement between the French and Qatari business communities and position Qatar and the QFC platform, in particular, as a leading destination for French companies, entrepreneurs, and investors seeking to establish or expand their regional presence.

The partnership will support stronger business connectivity between the two markets, highlight the opportunities available through QFC, and encourage greater investment and commercial collaboration.

Under the agreement, both parties will work together to organise joint events, business forums, roundtables, and delegation activities, both in Qatar and France, as well as through digital platforms. The collaboration also encompasses knowledge-sharing initiatives and cross-promotion of relevant activities through the Parties' respective networks and communication channels.

QFC CEO Mansoor Rashid al-Khater said, "France is among Qatar's most important economic partners, and this MoU with CCI France Qatar reflects our commitment to deepening that relationship at the business level. By partnering with the French Chamber of Commerce in Qatar, we are creating a structured pathway for French companies to explore the QFC platform and unlock the opportunities that Qatar's dynamic market has to offer."

Edouard Thevenin, president, CCI France Qatar, said: "We are extremely honoured to sign this MoU with QFC, a trusted partner, which further reinforces our long-term strategic partnership built on shared values and a common vision for the future between France and Qatar. This MoU will strengthen the relationship and partnership between QFC and CCIFQ and, more importantly, it will enhance the economic ties between Qatar and France."

Qatar Chamber, Azerbaijan to boost trade relations

Qatar Chamber first vice-chairman Mohammed bin Towar al-Kuwari and Azerbaijan' ambassador to Qatar, Dr Adish Mammadov, during a meeting yesterday.

Qatar Chamber first vice-chairman Mohammed bin Towar al-Kuwari held a meeting yesterday with Dr Adish Mammadov, the ambassador of the Republic of Azerbaijan to the State of Qatar.

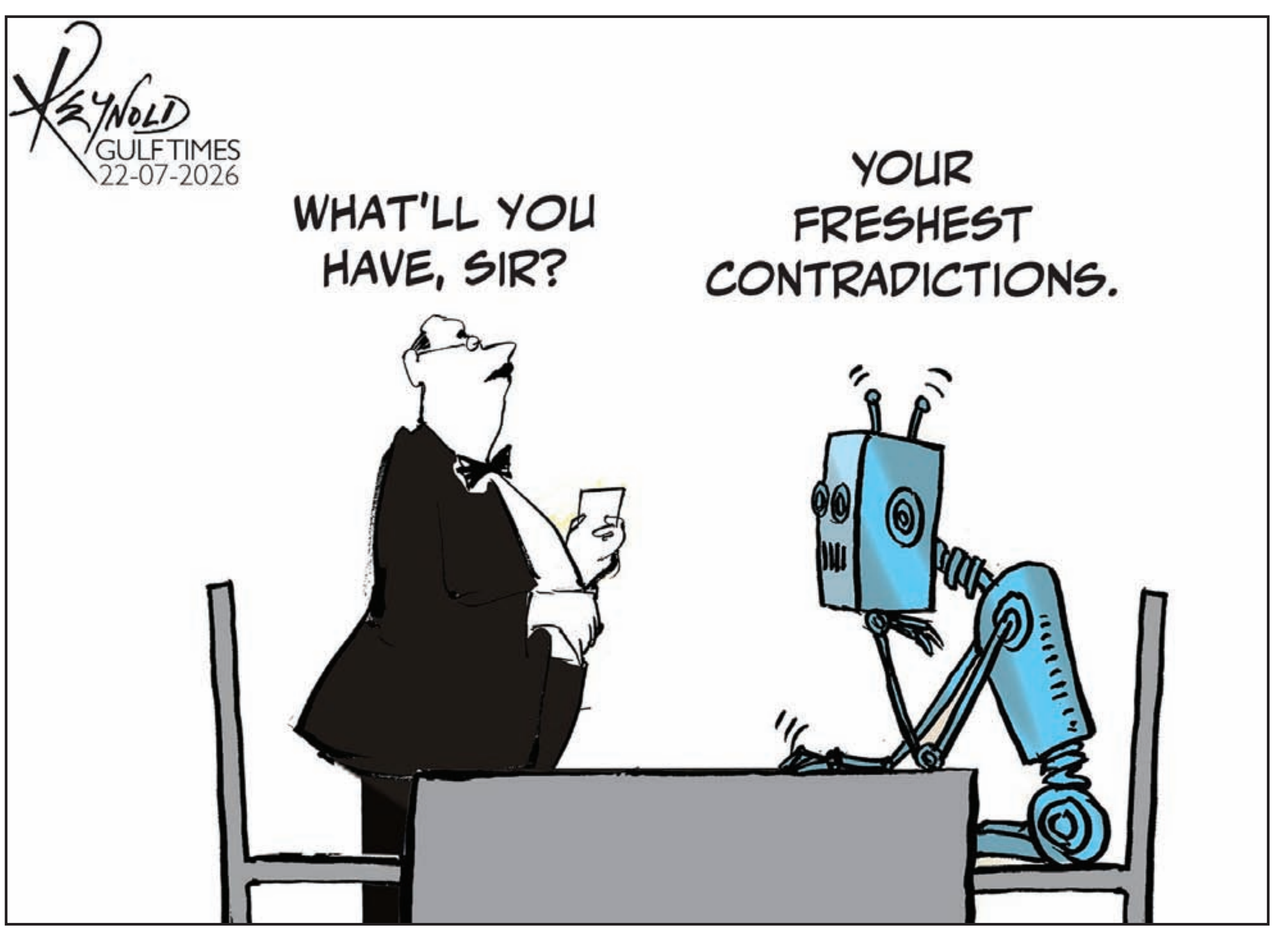
During the meeting, the two sides discussed trade and economic cooperation between Qatar and Azerbaijan and explored ways to strengthen and further develop these relations.

They also highlighted the role of the private sector in promoting mutual and joint investments, contributing to increased trade exchange between the two countries. The meeting also addressed the possibility of organising a workshop hosted by Qatar Chamber, with the participation of Azerbaijani institutions, to present available projects and investment opportunities in Azerbaijan to Qatari businesspeople.

The ambassador invited Qatari businesspeople to invest in Azerbaijan, noting that the country offers many attractive investment opportunities, particularly in the agricultural and real estate development sectors, as well as several other economic sectors.

Al-Kuwari affirmed the strength of the relations between the two countries, noting that Qatari businesspeople are interested in learning more about Azerbaijan's investment climate and available opportunities.

He further stated that Qatar Chamber encourages Qatari businesspeople to invest in Azerbaijan and is prepared to host a workshop during which available projects and investment opportunities in Azerbaijan would be presented to the Qatari business community.



Al Rayan Bank chairman HE Sheikh Mohammed bin Hamad bin Qassim al-Thani.

Al Rayan Bank Group CEO Fahad bin Abdulla al-Khalifa.

Al Rayan Bank posts QR687mn net profit for first half of 2026

Al Rayan Bank posted QR687mn net profit for H1 2026. Earnings per share stood at QR0.074 in H1 2026, while net financing assets closed at QR114bn, up 1.5% year-on-year (y-o-y).

The cost-to-income (efficiency) ratio was 30.09%, while the capital adequacy ratio was 25.61%. Total asset stood QR184bn in H1 2026, up 4.4% y-o-y from QR176bn, while investments securities saw a 7.7% y-o-y jump to QR52.1bn in H1 2026 from QR48.4bn.

Total equity was up 0.5% y-o-y in the same period to QR24.16bn from QR2407bn.

Non-performing financing stood at QR6.16bn, down 5.16% y-o-y.

Al Rayan Bank chairman HE Sheikh Mohammed bin Hamad bin Qassim al-Thani said, "Our strategic priorities remain centred on sustainable growth, innovation, and customer excellence. We continue to advance our digital transformation agenda, invest in new capabilities, and strengthen our portfolio of Shariah-compliant products and services. "By maintaining a disciplined approach to growth and execution, we are well positioned to create long-term value for our stakeholders and support the economic development of the markets in which we operate."

Al Rayan Bank Group CEO Fahad bin Abdulla al-Khalifa said, "We delivered a resilient performance during the first half of the year. Profit before tax stood at QR810mn, while financing assets and customer deposits (QR120bn) increased year-on-year by 1.5% and 8.4%, respectively. Our strategy remains focused on sustainable profitability, balancing business expansion with disciplined risk management and operational efficiency.

"We continue to maintain a strong liquidity and capital position, supported by a robust capital base and stable long-term funding profile. These fundamentals provide us with the financial flexibility and resilience to navigate evolving market conditions while continuing to create value for our customers and stakeholders."

Al Rayan Bank continues to execute its strategy aimed at achieving sustainable growth and reinforcing its role in supporting Qatar's national development priorities by contributing to the creation of a diversified, innovation-driven, and knowledge-based economy. In line with this commitment, the bank continues to enhance its digital capabilities, improve operational efficiency, and invest in national talent development, enabling it to adapt to the rapid changes shaping the financial and banking sector.

The bank also remains committed to upholding the highest standards of governance and sustainability while delivering an advanced banking experience built on a deep understanding of customer needs and the provision of innovative financial solutions that meet their evolving expectations.

Through these integrated efforts, Al Rayan Bank seeks to contribute to the achievement of Qatar National Vision 2030 and create sustainable value for its customers, shareholders, the wider community, and all other stakeholders.

'Qatar's strategic AI blueprint sparks competitive edge'

By Peter Alagos
Business Editor

Qatar is demonstrating that clear central governance and early workforce investment can serve as catalysts for commercial growth rather than operational hurdles as artificial intelligence (AI) rapidly reshapes the business landscape across the Gulf Co-operation Council (GCC), according to a new report.

The report, 'Navigating GCC AI Regulation: A Playbook for Building an AI-Literate & Compliant Workforce', examines the regulatory landscape in Saudi Arabia, the UAE, Qatar, Bahrain, and Kuwait.

It highlights a distinctive regional approach in which AI literacy is treated not as a standalone skills initiative, but as a strategic pillar that helps organisations meet governance mandates while strengthening the capabilities needed to realise digital transformation ambitions.

At the heart of Qatar's approach is a centrally co-ordinated architecture led by the Ministry of Communications and Information Technology (MCIT), supported by the cabinet-level Artificial Intelligence Committee, stated the report. This also includes sector regulators, particularly the Qatar Central Bank (QCB), "imposing the GCC's most operationally specific financial-sector AI governance."

The report stated that this structural clarity provides local and international enterprises with a unified operational environment, avoiding the fragmented compliance demands seen in other jurisdictions. Aligned directly with Qatar National Vision 2030, the national strategy treats human capital and education as foundational pillars.

Rather than viewing AI merely as a technological tool, the report said the state frames digital literacy as an essential component of national competitiveness and economic diversification. Key priority areas include Arabic language processing, precision medicine, transportation, food security, and energy.

The report stated that Qatar established clear ethical guidelines based on seven core principles to ensure ethical principles translate into practical operations. These principles focus on transparency, fairness, accountability, auditability, privacy, security, and human agency.

For businesses, these frameworks offer actionable parameters for model deployment, reducing long-term regulatory exposure. Sector-specific oversight further strengthens commercial confidence, the report further stated. The report stated that QCB has introduced detailed governance for financial institutions using automated decision-making, while the National Cyber Security Agency maintains audit standards through its National Information Security Compliance Framework.

Combined with the Personal Data Privacy Protection Law, the report stated that this interlocking legal stack creates a trustworthy environment for digital commerce. Recognising that governance requires capable practitioners, Qatar launched the ALIF programme through the Qatar Digital Academy to build nationwide competence, according to the report.

Featuring dedicated tracks for executive leadership and technical staff, the initiative provides accredited training to ensure public and private sector teams can safely deploy generative AI. For human resources and enterprise leaders, implementing voluntary literacy frameworks now delivers immediate advantages, the report stated.

Organisations acting ahead of formal regulations expected in 2026 or 2027 are positioning themselves favourably for government procurement while reinforcing talent retention through Qatarisation initiatives, noted the report. The report added that Qatar's proactive governance strategy demonstrates that responsible oversight and commercial innovation can advance together, building a resilient foundation for the national digital economy.