ASPIRE ZONE



2025 ANNUAL REPORT

ASPIRE
ZONE



His Highness

Sheikh Tamim bin Hamad Al Thani

The Amir of the State of Qatar



His Highness

Sheikh Hamad bin Khalifa Al Thani

The Father Amir

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Message from
Mr. Abdulla Nasser Al-Naimi,
Acting CEO of Aspire Zone Foundation

At Aspire Zone Foundation, we believe in the power of sport to shape societies, inspire individuals, and create lasting impact beyond the field of play. We make a bold commitment to raise the standard of sports and human performance in Qatar and share them with the world. As we continue to evolve, our focus remains on building a future that is more ambitious, more innovative, and more connected; one that reflects our responsibility to lead with purpose and deliver meaningful value to our communities, partners, and stakeholders.

Looking back, 2025 was a defining year, marking the final and full delivery of our **"A Game Strategy."** With its completion, we consolidated our achievements, reinforced our global reputation, and laid the foundation for the next five years.

Aspire Academy strengthened Qatar's national athlete development pipeline and played a pivotal role in supporting the FIFA U-17 World Cup, bringing our facilities and talent to the world stage.

Further establishing Qatar as a globally recognised ecosystem, Aspire Logistics organised and hosted key community events including the Ramadan Sports Festival, while Sports Facility Management supported the successful delivery of major events, such as the Asian Cup, the Arab Cup and Formula 1, through integrated operational, engineering, and IT services.

Beyond the scale and success of our events, we also deepened partnerships with organisations that share our commitment to sporting excellence and environmental responsibility.

While our global reach continues to grow, it is our investment in people that matters most. Aspire Academy celebrated its 18th graduation, with 48 student-athletes graduating in the 2024–2025 academic year, bringing the total number of graduates to 690 since 2008. The 4th Aspire for Education Conference 2025, hosted under the theme "Well-being in Education," further solidified Qatar's role as a global leader in educational innovation and excellence.

We also strengthened knowledge sharing and collaboration through the Aspetar World Conference 2025, which welcomed over 1,000 participants from 74 countries. In addition, Aspetar led the inaugural International Radiology Conference, further reinforcing its position as a global benchmark in sports medicine excellence.

Aligned with Qatar National Vision 2030, we remain committed to contributing to the nation's future through sport. Our Elevate 2030 strategy reflects this commitment: focusing on innovation, sustainability, and the integration of advanced technologies to further position Qatar as a global sports hub. Aspire Zone Foundation unites world-class entities into a single integrated ecosystem to create lasting value for communities and the nation.

With Elevate 2030, **we aim to raise the bar even higher for the future.** Through sustainable efforts in training, education, medicine, technology, and world-class operations, we are shaping the future of sport beyond the game for generations to come.

The next chapter in our journey has already begun, and we intend to make it our greatest yet.



2025:
A Year of Meaningful Progress

For the past 5 years, Aspire Zone Foundation has worked diligently to reinforce its reputation for raising the standard of sport and human performance. Each business unit's individual milestones unite to form a powerful ecosystem, while redefining what's possible on a global scale. The year 2025 represented a pivotal turning point, marking the Foundation's confident transition into **a new era of sustainable growth.**

Created in 2021, the Aspire Zone Command Centre was a central hub and operational backbone for the seamless execution of the FIFA World Cup Qatar 2022. Sports Facility Management continues to harness its technology to deliver world-class events with enhanced efficiency.

We lent our expertise to the 2021 FIFA Arab Cup, 2023 AFC Asian Cup, World Aquatics Championships 2024, FIFA U-17 World Cup Qatar 2025 and many events in-between.

On the medical front, Aspetar remains a scientific authority and benchmark institution, holding dual distinction as a FIFA Medical Centre of Excellence and an IOC Research Centre.

During the Paris 2024 Olympics, Aspetar experts led the medical delegation to the Qatari Olympic team with a focused approach on heat mitigation research.

Driven by our conviction that national talent is our most precious legacy, we take great pride in the achievements of our students.

2020
Mutaz Essa Barshim – Olympic Gold in Athletics

2022
Mutaz Essa Barshim – World Championships Gold

2023
Akram Afif – AFC Asian Cup Winner, Top Scorer & MVP; AFC Player of the Year

Abderrahman Samba – Asian Games Gold (400m hurdles)

Bassem Hemeida – Asian Games Silver (400m hurdles)

Moaaz Ibrahim – Asian Championships finished 4th (Discus)

2024
Mutaz Essa Barshim – The bronze medal at the Paris 2024 Olympic GamesOlympic Bronze (Paris)

Abubaker Haydar: 800m Runner, Represented Qatar (his 3rd Olympic appearance)

2025
Bassem Hemeida – Asian Championships Gold (4x 400m Relay) - Asian Championships Gold (4x 400m Relay)





2025 was more than a year of accomplishments, it provided the stepping-stones to move forward with momentum. The events hosted, athletes supported, students developed and innovations deployed not only created a lasting impact for our local community but served as a benchmark sports institution worldwide. Now that the foundation has been laid, we are ready to carve a clear path forward delivering impact beyond the game of sport.

Embedding ESG into Sustainable Excellence

Aspire Zone Foundation recognises that elevating sport and human performance cannot be separated from responsible and sustainable operations. Across every business unit and every programme, Aspire is committed to minimising its environmental footprint, maximising its social contribution, and upholding the highest standards of institutional governance. This commitment is guided by the AZF ESG Framework. It is built around three core pillars: Environmental Stewardship, Social Impact & Human Development, and Governance & Institutional Excellence.

Pillar I – Environmental Stewardship

Aspire remains committed to minimising its environmental footprint while maintaining world-class operational performance. Through the adoption of efficient resource management practices, sustainable infrastructure, and environmentally responsible operations, **Aspire continues to embed sustainability across its ecosystem**, supporting its ambition to serve as a benchmark for sustainable sports infrastructure in the region.

Pillar II – Social Impact & Human Development

Aspire harnesses the power of sport to drive positive social change. By investing in youth development, community engagement, and inclusive programmes, the Foundation aims to create meaningful impact that extends beyond sport. Through structured pathways, education initiatives, and community-focused programmes, Aspire contributes to building healthier, more active communities while supporting Qatar's long-term development objectives.

Pillar III – Governance & Institutional Excellence

Strong governance underpins Aspire's ability to deliver sustainable impact. Through robust compliance frameworks, effective data governance, and a culture of accountability and transparency, Aspire continues to align with international best practices while strengthening organisational resilience and performance.

Setting the Foundation for Sustainable Impact

Sustainability at Aspire is not a standalone initiative, but an integrated approach that shapes how the organisation operates, delivers value, and plans for the future. By embedding ESG principles across its strategy, operations, and programmes, Aspire lays the foundation for sustainable growth, long-term impact, and continued contribution to Qatar's national vision 2030.

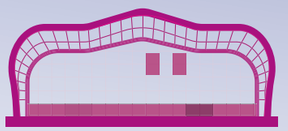
Throughout this report, Aspire's commitment to building a model of sustainable excellence is reflected across its programmes and initiatives, demonstrating how ESG principles are integrated into every aspect of its operations and long-term impact.



Business **Overview**

Aspire Zone's Strategic Business Units

Aspire Zone Foundation's business model leverages its elite sports venues and facilities which includes world-class sports infrastructure, event venues, hotels, and spa amenities. Aspire Zone supports this model through four united strategic business units.



Aspire Academy

Founded in 2004, Aspire Academy is dedicated to identifying and nurturing young Qatari athletes to achieve elite athlete performance. Its holistic approach to education and performance has been proven with current and graduate athletes obtaining Olympic medals, rankings, and international titles from an array of sports. Specialising in football, athletics, squash, padel and more, Aspire Academy has seen 690 graduates since its first graduating class in 2008. Consistently developing exceptional talent, Aspire Academy delivers world-class athletes to the global stage.



Aspetar

Inaugurated in 2007, Aspetar remains one of the world's leading specialised sports medicine and orthopaedic hospitals. Committed to excellence, it is one of few facilities in the world to hold dual accreditations as a FIFA Medical Centre of Excellence as well as an IOC Research Centre. Dedicated to enabling athletes to achieve their maximum potential, Aspetar utilises cutting-edge technology to enhance performance, rehabilitate and treat injuries. Home to some of the greatest minds in sports science, Aspetar advances global sports medicine through pioneering research recognised and adopted by institutions worldwide.



Aspire Logistics

Responsible for venue operations, strategic event planning, and advanced technological integration, Aspire Logistics has been instrumental in positioning Qatar as a premier global sports destination. Established in 2006, Aspire Logistics is the operational force that transforms world-class venues into seamlessly executed world-class events. From regional competitions to FIFA World Cups, its capabilities have been tested and proven at the highest level. Delivering with the precision, scale, and reliability that defining moments demand.



Sports Facility Management (SFM)

Established in 2019 to support the seamless management and operation of world-class sports venues, Sports Facility Management provides end-to-end support for major events. Ensuring Aspire's reputation for excellence, SFM continues to elevate standards of facility performance through leading engineering, logistical and technological services.

Corporate **Strategy**



Everlasting Impact

Aligned with the **Qatar National Vision 2030,** Aspire Zone Foundation's strategy mobilises the organisation and its Strategic Business Units as one integrated ecosystem. The "A" Game Strategy enables Aspire to deliver an enduring impact on the global sports landscape.

2025 marked the successful culmination of Aspire Zone's strategic cycle, The "A" Game Strategy 2021-2025, during which key operational and financial objectives were fully realised.

Through a range of new commercial activities, international ventures, and increased operational scale, Aspire Zone continued to deliver on its vision and mission. The foundation was laid based on best practices and international standards were set to affirm AZF's bold commitment to raise the standard of sport and human performance in Qatar and around the world.

Mission, Vision & Values

Mission

We enhance sports performance.

Vision

To be the reference in sports excellence worldwide.

Values

Accountability We are accountable for using and developing our capabilities to achieve outstanding results.	**Integrity** We build trust through loyalty, honesty, ethical standards and fairness.
Synergy & Teamwork We work together collaboratively to achieve our strategy in a spirit of cooperation and support, valuing each other's skills and contribution.	**Respect** We honour the sensitivity of the values, rights and needs of others and embrace the diversity provided by each individual, irrespective of culture, orientation, race, class or gender.
Professionalism We lead in our professional disciplines using the best practices in a scientific, caring and committed way.	**Excellence** We research, create and develop new solutions to deliver outstanding results for our customers, partners and the society.

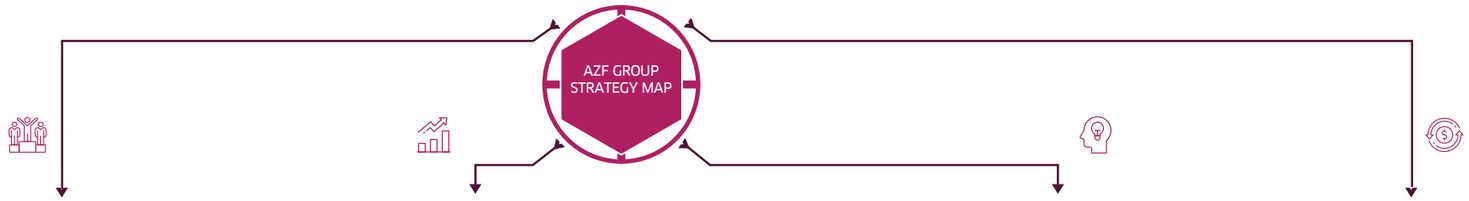
Core Impact Areas

Aspire Zone Foundation's success in delivering excellence is driven by four focus areas of "The A Game Strategy": Performance Results, Stakeholder Results, Knowledge and Growth Results and Financial Results. These focus areas form a comprehensive framework that drives sustainable impact and enhances the Foundation's standing at both the regional and international levels.

MISSION: WE ENHANCE SPORTS PERFORMANCE

VISION: TO BE THE REFERENCE IN SPORTS EXCELLENCE WORLDWIDE

THE GAME STRATEGY 2021-2025 | ASPIRE ZONE



PERFORMANCE RESULTS

- P1- Deliver outstanding sports medicine services to athletes to maximize their potential
- P2- Develop top athletes to represent Qatar at Asian and world level sporting events
- P3- Contribute to successful World Cup 2022
- P4- Develop and manage world-class events
- P5- Provide world-class facility management services to sports projects/ entities

STAKEHOLDER RESULTS

- S1- Strengthen ASPIRE brand positioning
- S2- Develop and offer innovative customer-centric services to stakeholders
- S3- Become an employer of choice for top talent

KNOWLEDGE AND GROWTH RESULTS

- KG1- Foster high quality academic programs and knowledge to athletes and sports community for future success
- KG2- Maximize use of technology to support athletes development and sports organizations
- KG3- Create a performance-focused/ driven culture

FINANCIAL RESULTS

- F1- Enhance operational efficiency
- F2- Maximize revenue to achieve sustainability



PERFORMANCE RESULTS

- AA-P1 Develop top athletes at Asian and world level for Qatari National Teams
- AA-P2 Develop Qatar National Football Teams in the lead of World Cup 2022 and beyond

KNOWLEDGE AND GROWTH RESULTS

- AA-KG1 Develop student-athletes character through high quality academic program and education services

STAKEHOLDER RESULTS

- AAS1- Become an employer of choice for top talent in coaching and applied sports science
- AA-S2 Foster Qatar's sports culture
- AA-S3 Expand brand recognition locally and internationally

FINANCIAL RESULTS

- AA-F1 Enhance operational efficiency



PERFORMANCE RESULTS

- AS-P1 Improve athlete (patient) health by delivering world-leading services through service excellence
- AS-P2 Improve athlete (patient) health by delivering world-leading services through service differentiation

KNOWLEDGE AND GROWTH RESULTS

- AS-KG1 Leading through knowledge growth by promoting research & innovation
- AS-KG2 Leading through knowledge growth by further developing professional education

STAKEHOLDER RESULTS

- AS-S1 Adding value through our people and partnerships by enhancing external partner engagement
- AS-S2 Adding value through our people and partnerships by improved staff engagement

FINANCIAL RESULTS

- AS-F1 Creating a sustainable future by delivering operational excellence



PERFORMANCE RESULTS

- AL-P1 Develop and manage world-class events
- AL-P2 Maximize the use of venues

KNOWLEDGE AND GROWTH RESULTS

- AL-KG1 Create a performance focused culture

STAKEHOLDER RESULTS

- AL-S1 Develop and offer innovative customer-centric services to stakeholders
- AL-S2 Become business partner to SBUs
- AL-S3 Expand brand exposure

FINANCIAL RESULTS

- AL-F1 Enhance operational efficiency
- AL-F2 Maximize revenue to achieve financial sustainability

ACCOUNTABILITY | SYNERGY & TEAM WORK | PROFESSIONALISM | INTEGRITY | RESPECT | EXCELLENCE

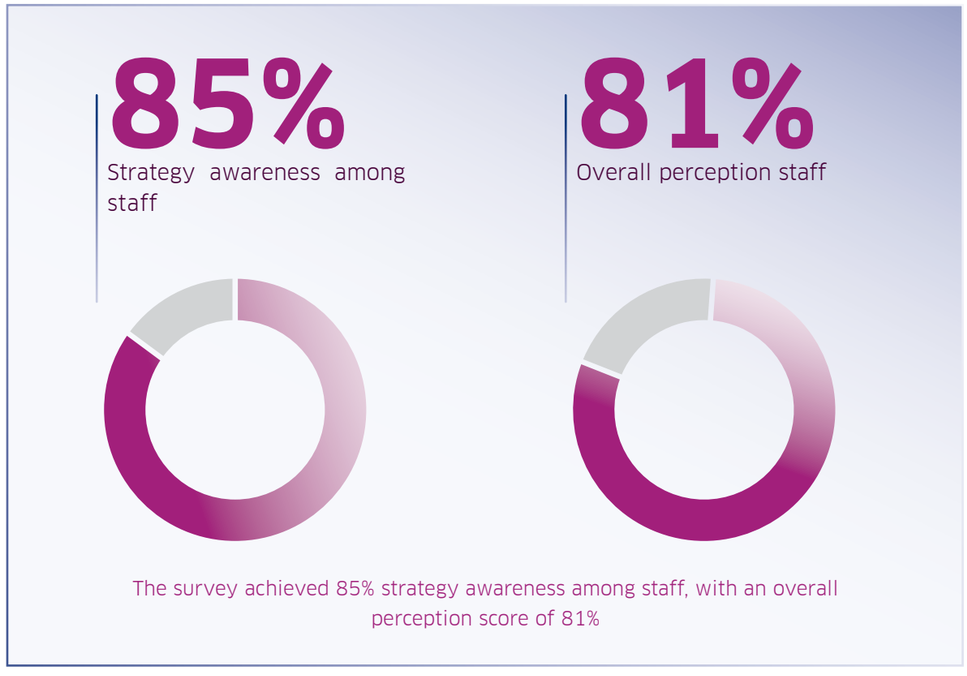
Corporate and Commercial Highlights

Aspire Zone Foundation's high-performance culture delivered results that not only proved operational efficiency but maximised revenue to help achieve long-lasting sustainability goals.

Strategy Development & Organisational Alignment

Preparations for launching Aspire Zone Foundation's new strategy were completed, with its rollout planned for the first quarter of 2026.

To identify opportunities to enhance understanding, staff were surveyed about their knowledge of the previous "A" Game Strategy. Moving forward, this data will be used to ensure the new strategy will be communicated with clear and actionable insights.



The survey achieved 85% strategy awareness among staff, with an overall perception score of 81%

An external External Stakeholder Survey was conducted to gather insights from key stakeholders to assess their level of awareness, views, perceptions and expectations from Aspire Zone Foundation in the next phase.

Configuration of the new Strategy Execution and Performance Management System was initiated to strengthen alignment between strategic objectives, KPIs, and performance accountability across the organisation. The system is scheduled to go live in February 2026.

Commercial Entities Governance

A set of policies was created and streamlined for the commercial entities, covering authority, finance, human resources, and operations for improved oversight and compliance and enhanced organisational performance efficiency.

Customer Satisfaction

A comprehensive customer satisfaction survey was designed and executed to enhance customer experience and service quality.

Aspire Leaders Program 2025

The first cohort of the Aspire Leaders Program was completed in collaboration with Al Jazeera Media Institute. The programme aims to build a sustainable leadership ecosystem centered on the development of human capital. Designed to develop leadership competencies and build the next generation of capable, forward-thinking leaders, the programme reflects Aspire's long-term commitment to investing in its people and ensuring the organisation is equipped to meet the challenges of tomorrow.

Qatar Government Excellence Award

Submission and site visit were all successfully completed to submit for the Qatar Government ExcellenceAward.

Commercial and Financial Activities

Aspire Zone Foundation strengthened its commercial and partnership portfolio through a diverse range of initiatives, including the expansion of food and beverage offerings in Aspire Park through agreements with a select group of leading brands and institutions.

Revenue-generation opportunities were enhanced through partial and full stadium hires for major events, including the Travis Scott concert at Ahmad Bin Ali Stadium and the QFMA Gala Dinner at Lusail Stadium. Strategic collaborations were also activated, including partnerships with Lekhwiya and HEC Paris, alongside an MoU with Doha Bank to strengthen financial and sponsorship capabilities.

Aspire further expanded its commercial reach through promotional agreements with key stakeholders, including Lusail International Circuit, the Ministry of Culture, the Ministry of Interior, and Qatar University, as well as partnerships such as the Qatar International Food Festival (QIFF) with Visit Qatar. Additional Memoranda of Understanding were also established to support ongoing growth and collaboration.

Aspire Academy

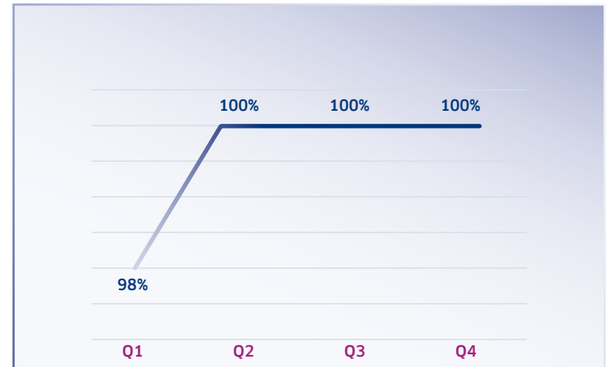
Talent
Development

Football

With 115 full-time student-athletes enrolled, football remains the cornerstone of Aspire Academy's sports development programme and the foundation of Qatar's national player pathway. Additionally, Aspire Academy continued to play a central role in Qatar's football ecosystem in 2025, supporting a series of major events through venue hosting, talent scouting, and expert collaboration with key local stakeholders such as the Qatar Football Association and international bodies including FIFA.

115

Full-time student-athletes in football.



Football Elite Training Sessions Attendance



FIFA U-17 World Cup Qatar

Qatar hosted the largest FIFA U-17 World Cup in history in 2025, with Aspire Academy facilities serving as the primary venue, with 48 nations, 104 matches, and a final held at Khalifa International Stadium. The Qatar National U-17 squad was built predominantly from Aspire Academy students and graduates, competing on the world stage, a powerful testament to the Academy's role in the national player development pathway.



Al Kass International Cup: Aspire Academy vs. The World

Aspire Academy's U-17 team competed against top academies from Morocco, Scotland, the USA, and Japan, finishing sixth overall. The tournament provided invaluable international benchmarking and competitive exposure for developing players.

Immersed in Football - Participation in Football Competitions



Aspire student-athletes and graduates represented Qatar across multiple age groups in international competitions, gaining progressive competitive exposure at every stage of their development pathway.

Aspire Academy fosters a comprehensive football environment, immersing young athletes in the game at every level from grassroots development to regional and international competitions. Through platforms such as the Arab Youth Cup and the Gulf Cup U-23 Championship, along with Aspire's own "Spread Your Wings" Football Cup and participation in regional grassroots festivals and school programmes, the Academy continues to strengthen the talent pipeline and provide meaningful competitive opportunities for aspiring athletes.

January – March 2025	April – June 2025	July – September 2025	October – December 2025
Al Kass International Cup 2025	Oviedo Cup Spain in Spain U7 & U9 JWCA CUP Antalya in Turkey U10, U11, U12, & U13 Alicante, Spain U10	ULDUZ CUP - Azerbaijan U14 Arnedo Cup - Spain U12	SIAM CUP, Thailand U11 &U12 VILLA DE CABANELAS U10

Scouting

Comprehensive scouting activities were conducted across 249 matches, identifying and tracking emerging talent to strengthen the player development pipeline.



Scouting activities have taken place in 2025 as per the below figures

Friendly Series & Training with International Clubs

Aspire student-athletes and graduates represented Qatar across multiple age groups in international competitions, gaining progressive competitive exposure at every stage of their development pathway.

Aspire Academy hosted international teams and clubs, providing access to world-class facilities and enabling student-athletes to benchmark against peers from diverse footballing backgrounds. Training camps and friendly matches were delivered across multiple age groups in key football destinations.

KSA NT U20	Uzbekistan NT U16 & U18	FC Zenit U9, U10 & U11	FC Spartak U10 &U11
Jordan NT U16 2 friendly matches	Basaksehir U7 & U16 (Turkey) 6 friendly matches	PVF Academy U9 (Vietnam) 2 friendly matches	FC Kairat U13 & U14 (Kazakhstan)
Al-Adala U15 (Saudi Arabia) 4 friendly matches	Russia NT U15	Al Fattah U13 &U14	Al Khor SC U13, U14, & U15
Kuwait NT U9	Al Sailiya SC U13 & U14	Al Wakrah U7	Al Gharaffa U9 &U11
UAE TC U10	Saudi Arabia TC U11 &12 4 friendly matches	IZMIR TC U10, U11, U12, U13 & U14 (Turkey) 8 friendly matches	

Football Training Camps & Friendly Matches

Training camps are an integral part of the athlete development journey. Aspire Academy organises training camps for its student-athletes and supports the Qatar National Team across age groups.

Football Training Camps and Friendly Matches
January – March 2025

U7, U9, U11, U12, U13 in Turkey	• To expose the players to different environments.

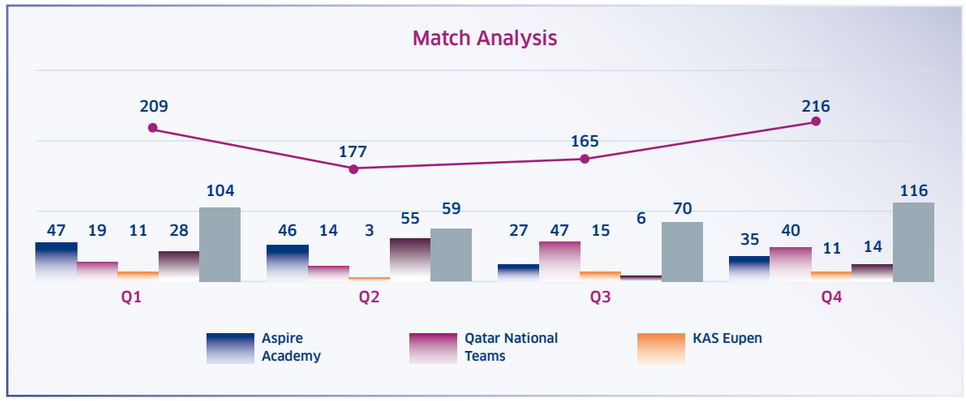
April – June 2025

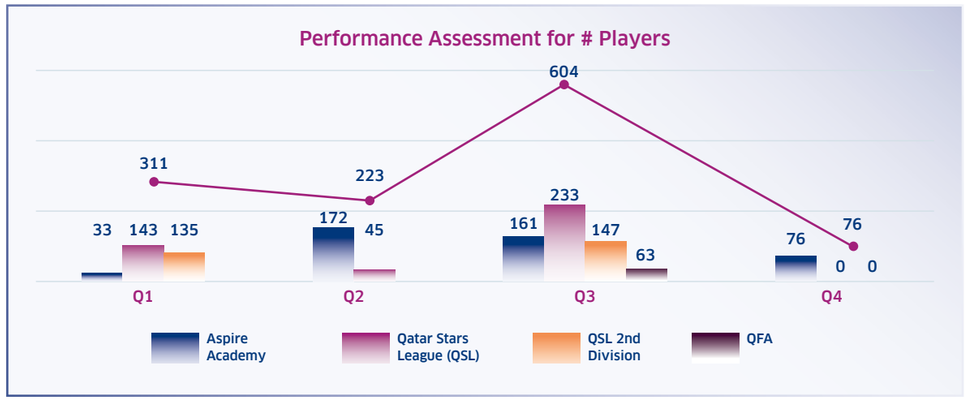
U7 & U9 Oviedo Cup Spain in Spain	• To expose the players to different environments.
U10, U11, U12, & U13 JWCA CUP Antalya in Turkey	• To expose the players to different environments.
U10 Alicante, Spain	• To expose the players to different environments.

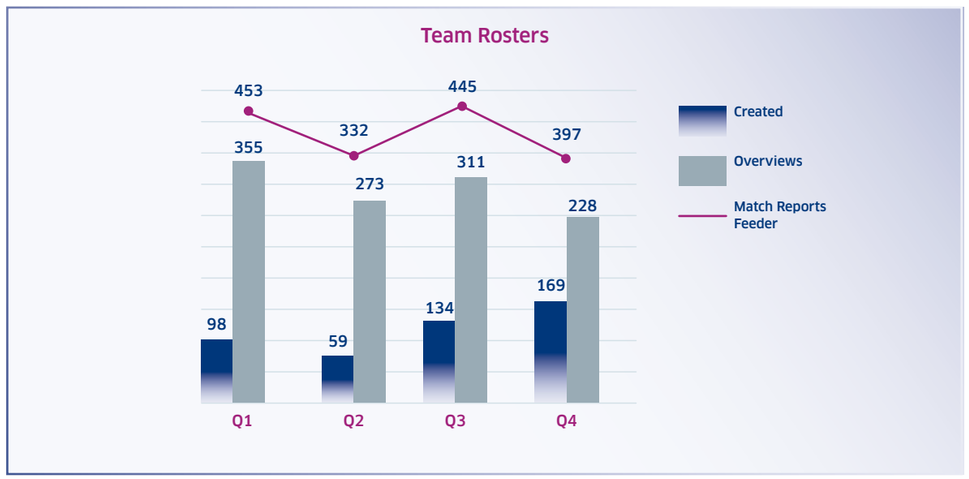
July – September 2025

U12 Arnedo Cup in Spain	• To expose the players to different environments. During the camp, 6 matches were played.
U10, U11 and U12 in Bulgaria	• To expose the players to different environments.
U10, U11, U12 & U13 in Slovenia	• To expose the players to different environments. During the camp, 21 matches were played.
U14 ULDUZ CUP in Azerbaijan	• To expose the players to different environments. During the camp, 21 matches were played.

Team Rosters, Performance Assessment & Match Analysis







Support to Elite Training Camps & Sports Events

Aspire Academy extended operational and technical support to elite training camps and sports events across multiple regions, creating valuable environments where young athletes train alongside national teams and professional clubs. The infographic below illustrates the breadth of Aspire's support across regions and disciplines.

Elite Training Camps

January – March 2024	• Saudi Arabia U20. • AD Alcorcon (1st Team) Spain. • Al-Ahli (1st team) KSA. • PSG (1st team) France. • Uzbekistan NT U20. • PSG - 11 De Legende. • AD Alcorcon (Spain)	• SK Slovan (Bratislava). • FC Zenit (1st Team) Russia. • Qatar NT U23. • Kuwait NT 2009. • Al-Nasr (KSA). • Mahd Academy. • FC Spartak Moscow.
April – June 2024	• Jordan NT U16. • Basaksehir U16 (Turkey). • PVF Academy U9 (Vietnam).	• Basaksehir U7 (Turkey). • FC Kairat U13 & U14 (Kazakhstan). • Al-Adala U15 (Saudi).
July – September 2024	• Qatar NT 1st Team. • Qatar NT U16, U17, U20, U23. • Qatar SC Youth Team.	• Sepahan SC 1st Team (Iran). • Army Football. • QSL U21.
October – December 2024	• Qatar NT 1st Team. • Qatar NT U17, U20, U23). • FIFA World Cup U17. • Lusail SC (1st Team). • Lusail SC Youth Team (U19,U17,U15,U14).	• Al Shamal SC. • Ivory Coast. • Korea NT U23. • UAE (1st NT). • Qatar SC Youth Team.



Supporting Events

- Arab Youth Cup at Aspire Academy.
- Gulf cup U23 Championship.
- Spread your Wings Football Cup.
- FIFA CLUB.
- MGMT DIGI-Q.
- Asian Grassroots & QFA Festival.
- School Olympic Program.

Impact of Ramadan on Muslim Football Players

Academy experts conducted research on the effects of Ramadan and match performance in professional Muslim football players. A three-phase interrupted time-series design was implemented across the Qatar Stars League to provide valuable insights.

AI and the Future of Training

The Academy submitted to the Qatar Research, Development and Innovation (QRDI) Council for a Technology Development Grant (TDG). The project entitled “eGym- the next generation AI-powered precision strength & conditioning” aims to secure funding to support the project over 1–3-year development period. If selected, the project may secure up to QR 10 million to continue research.

Coaching & Referee Education

Aspire Academy supported the delivery of QFA and AFC coaching and referee education programs, raising the standard of football practices and knowledge sharing across Qatar and Asia.

DIGI-Q

Advancing football intelligence and data literacy among players and coaching staff.

Digital agency DIGIQ partnered with the Aspire Zone Foundation to host the historic MENA vs. WORLD exhibition match. Held at Aspire Dome, the event united global FIFA icons with top regional and Qatari football stars. The initiative prioritised social responsibility by featuring custom accommodations for the full inclusion of participants with disabilities. The project successfully blended premium digital content production with meaningful social impact.



FIFA Club Management

Building football knowledge and administration capabilities among young staff and coaches.

Athletics

Aspire Academy's athletics program is home to 82 student-athletes, developing the next generation of track and field talent capable of competing at the highest regional and global levels.

2nd Fastest Hurdle Time in History

Kendry Fuentes achieved a world ranking in the U20 110m hurdles and became the second fastest in history over the discipline, a remarkable achievement that showcases the calibre of talent Aspire is developing on the world stage.

Competitions & Achievements

Aspire athletes claimed multiple podium finishes at Asian and GCC championships, including gold medals at the Asian Athletics Championships, with strong representation at world-level competitions across both senior and youth categories. Record-level performances and top global rankings further strengthened Qatar's profile in international athletics.

Competitions Hosted

Aspire Academy strengthened the domestic athletics ecosystem by hosting structured competitions, providing performance benchmarking opportunities and supporting athlete progression across all age groups.

82

full-time student-athletes
in athletics.

1

Kendry Fuentes.
the second-fastest 110m hurdles time in history .
World Ranking - U20 110mH.

Training Camps	• 2025 Pre-Tokyo World Champs Camp, Sprints. • Belgium Summer Training & Competitions Camp, Endurance. • Throws Arab u18 and Asian Youth Games Prep Camp.
Competition Hosted	• Spain, Poland and United Kingdom. • Aspire Cross Country. • Aspire Indoor Invitational 6 & 4,5. • Development Triathlon. • Development Pentathlon. • Development Indoor Competition.

Participation in Competitions and Achievements

World Indoor Championships in China	• Aspire-coached athlete Oumar Abakar, reached the semi-finals and set a new Qatar national record of 7.66 seconds. • Aspire-coached athlete Kendry Fuentes, 3rd fastest 60m hurdles time in history.
6th Asian U18 Championships in Dammam KSA	• Aspire student athlete Abdulla Al-Abdulla, Silver medal in the pole vault. • Hamad Dhawi AlSultan, 4th place in Discus Throw.
Arab U18 Championship 2025, Tunis	• Abdulla Al-Abdulla (Pole Vault) 2nd. • Younes Al-Balushi (Pole Vault) 1st. • Tiamiu Jassim 2nd (100m) and 3rd (200m).
3rd Asian Youth Games, Bahrain	• Aspire student athlete Abubaker Idriss. His time of 13.61s was the 8th fastest time in Asia.
World Athletics Championships 2025, Tokyo	• Seif Abdelsalam (Pole Vault) 9th. • Bassem Hemeida (400mH) 3rd Semi Final. • Oumar Abakar (110mH)8th Heats.

Squash

With 8 student-athletes enrolled, Aspire Academy's squash program continues to produce competitive talent, building on Qatar's growing reputation in the sport regionally and internationally.

8

full-time student-athletes in squash.

47

Due to injury.
Abdulla Al Tamimi.
Highest PSA World Ranking is 16.



Competing at the Highest Levels of Squash

Aspire squash athletes claimed podium finishes at the Asian Individual Championships and title wins on the European Squash Federation junior circuit, demonstrating the program's ability to develop competitive talent across multiple age groups. At professional level, Aspire-supported athletes recorded PSA tournament podium finishes, reinforcing the Academy's role in guiding athletes through the transition from junior to elite competition.

A prime example of this development is student-athlete Omar Farag, who has recently delivered standout performances on the international stage.

- Elite European Ranking: Currently ranked No. 5 in the ESF (European Squash Federation) junior rankings.
- International Podium Success: Secured a hard-fought 3rd position at the Scottish Junior Open (Boys U15).
- Consistent Competitive Edge: Added to his season's momentum with a 2nd place finish at the Slovenian Junior Open and a 4th place finish at another major circuit event.

Participation in Competitions and Achievements

Slovenian Junior Open 2025 (ESF Bronze Event)	• Talal Al Badr, first win in Europe U15 category. • Omar Farag, finalist in the U15 category. • Aly Ouda, finalist in the U17 category. • Hassan Alian, finalist in the U13 category.
French Junior Open (ESF Gold Event)	• Zoe Makaryous (female part-time athlete) won her 1st tournament U11 category. • Maaz Bin Fahad; (part-time athlete) reached semi-final in his 1st Europe tournament in the U11 category.
23rd Asian Individual Championships	• 23rd Asian Individual Championships.
El Gouna International, PSA World Championships, QTerminals Qatar Classic 2025, CIB Egyptian Open 2025	• Abdulla Al-Tamimi - 17th , 33rd, Quarter Finals, 3rd round.
Nordik Junior Open Boys U15, Hungarian Junior Open Boys U 15, Polish Junior Open Boys U15, Scottish Junior Open Boys U15	• Omar Farag 3rd , 2nd, 4th , 3rd. • Omar Farag number 5 in the ESF ranking.
HENRI CHARPENTIER Lion City Junior Open 2025	• Participation.
Qatar Junior Open 2025	• Maaz Bin-Fahad 2-nd. • Mohammed Al-Tamimi 10-th. • Omar Farag - 8th. • Talal Al-Badr - 4t.h
Nordik Junior Open U17, Hungarian Junior Open U17	• Aly Ouda – 4th &3rd. • Aly Ouda number 22 in the ESF ranking.

Hungarian Junior Open Girls U13, Scottish Junior Open Girls U13	• Zoe Makaryous , winner & 4t. Number 1 in the unofficial European ranking Girls U11.
Scottish Junior Open Boys U13	• Maaz Bin Fahad 2nd, 4th in the unofficial European ranking Boys U11.
SRFI Indian Open PSA China Open PSA	• Mohamad Zakaria – winner and 3rd.

Training Camps

- Asian Junior Individual Championships 2025.
- South Korea - Asia.
- World Open 2025, USA.
- Prague Training camp.
- London Squash Classic 2025.
- Egypt Camp + Egyptian Junior Open.

Table Tennis

Aspire Academy's table tennis program has 5 highly focused student-athletes, developing technical excellence and competitive sharpness in one of the world's most skillful sports.

Competing on the World Table Tennis Stage

Aspire table tennis athletes qualified for World Aquatics Championships – Doha 2024, reaching multiple semi-finals on the WTT Youth World Tour and ranking among the top competitors globally at youth level. At national level, Aspire athletes claimed titles across senior and youth categories, reinforcing the Academy's role as a key feeder into Qatar's national table tennis programme.

Training Camps

- Asia Youth Championships, Uzbekistan, Asia.
- Training camp in Sweden, Europe.

5

full-time student-athletes
in table tennis.

137

Ahmed Korani
World Ranking U19.

Asia Youth Championships in Uzbekistan & WTT Youth Contender in Kazakhstan

Ahmed Korani showed strong potential with close contention against the U17 champion in Kazakhstan and solid wins against top opponents in Uzbekistan.

Participation in Competitions and Achievements

World Championships	• Ahmed Korani (Round of 128).
WTT Youth in Qatar	• Yousef Abdulla - Winner.
U15 Doubles Qatar Championships	• Iyed Jmaiel winner with Azuz Nasser (Doubles).
Asia Cup in Shenzhen, China	• Ahmed Korani – Qualified as Top Ranked.
Qatar Men's Singles & U19 Singles	• Ahmed Korani - Champion. • Champion in U19 Doubles with Yousef Abdalla.
Emir Cup & Association Cup	• Winner Ahmed Korani (Qatar Sports Club).
Vårpoolen in Kristianstad , Domestic Swedish Competition	• Iyed Jmael - won U15. • Adam Jmael - 2nd in U13.
Asia Youth Championships, Uzbekistan	• Ahmed Korani qualified main draw in U19. Finished top 20.
WTT Youth World Tour in UAE, Egypt and Iraq	• Ahmed Korani - reached 3 semifinals in U17 semifinal in U19. Ended the year top 50 on the world ranking in U17.
Youth Games in Bahrain	• Qualified to main draw and finished top 32.

Swimming

With 15 student-athletes enrolled, Aspire Academy's swimming programme provides a structured and high-performance pathway for Qatar's most promising aquatic talent.

Making Waves on the World Stage

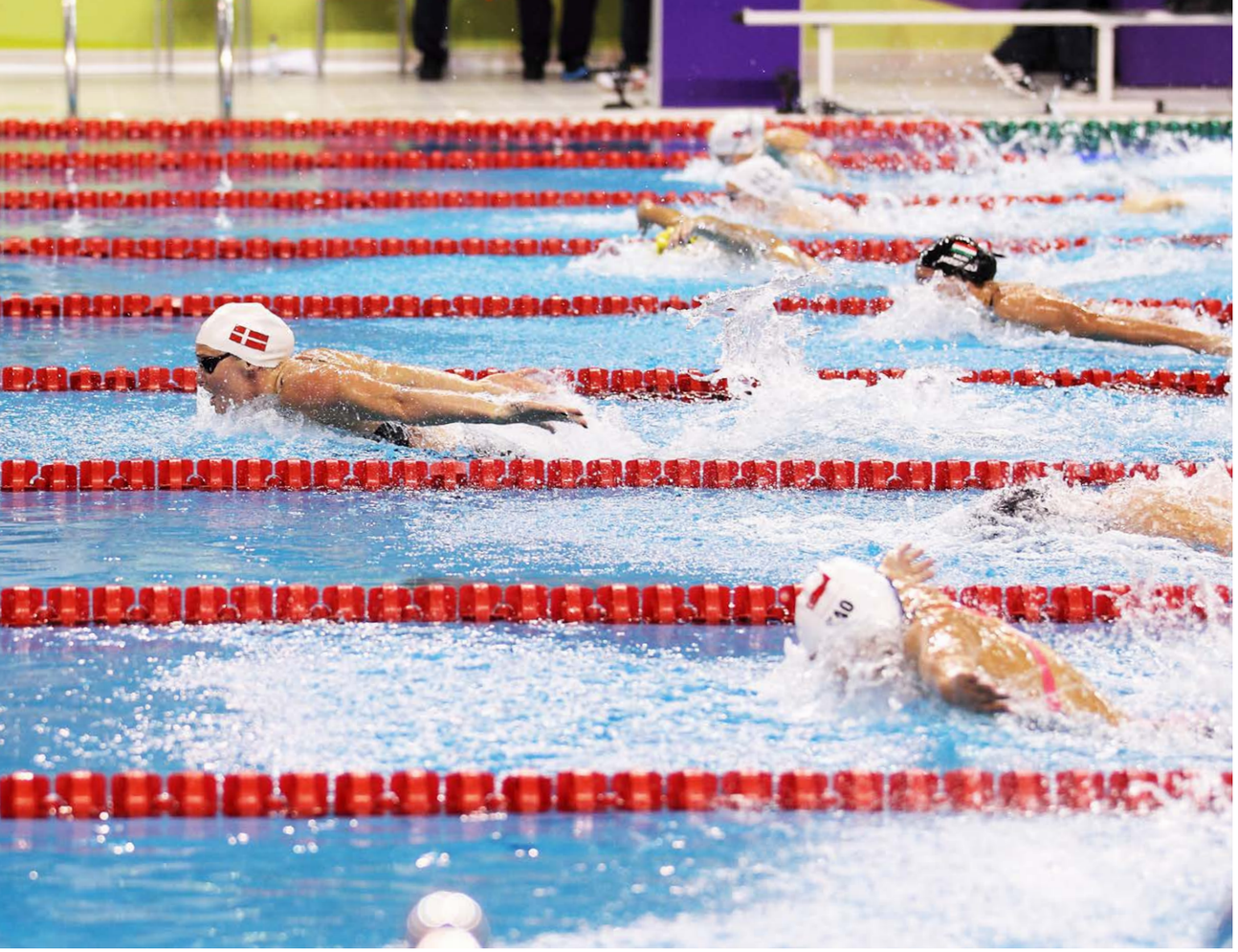
Aspire swimmers qualified for and participated at the World Swimming Championships, finishing among the top global performers and achieving top international rankings. At regional level, Aspire-developed athletes contributed to historic medal wins at Asian and Arab Championships, reflecting the consistency of the Academy's swimming development pathway across senior and youth categories.

15

full-time student-athletes
in swimming.

26

World Aquatics Ranking
Mohammed Al Mahmoud.



Fencing

Aspire Academy's fencing program nurtured 16 dedicated student-athletes, combining technical skills with discipline and focus.

16

full-time student-athletes in fencing.

Cutting-Edge Results on the International Stage

Aspire fencers claimed podium finishes at Asian and regional championships across youth, U23, and team categories, while recording strong participation on the European Cadet Circuit. These results reflect the program's ability to develop internationally competitive athletes who are prepared to join national teams.

Training Camps

- Hong Kong Training Camp - Hong Kong, Asia.
- French National Center U17 and U20 Training Camp, France - Europe.
- Senior World Championships, Georgia.
- Fencing Summer Training Camp, Italy.
- Youth West Asian Championship 2025, Bahrain.

Participation in Competitions and Achievements

World Swimming Championship Singapore	• Graduate swimmer Mohamed Mahmoud - qualified. • competed in 200 IM and 50 Backstroke; finishing the top 24.
Arab Championship, Morocco	• 12 swimmers competed across senior and age-group categories, including younger athletes gaining valuable experience. • Delivered strong performances, winning a total of 16 medals, three in team relay. Highlighting the continued success of the Aspire swimming program.
11th Asian Aquatics Championships, India	• Qatar made history; won 3 medals for the first time, a bronze in the 50 m breaststroke by Aspire graduate Mohamed Mahmoud. • 2 medals secured by Ali Tamer, a federation swimmer and part-time Aspire athlete.



Participation in Competitions

- Junior World Championships Individual Epee, Foil.
- Grand Prix Senior Individual Foil – Shanghai.
- Cadet French National Circuit (Foil).
- Challenge Monal Senior World Cup (Epee).
- Top 16 Bali Senior Asian Championships (Foil and Epee).
- World Senior Men's Individual Foil and Epee.
- Samorin U17 European Circuit.
- Sweden U17 European Circuit.

Competitions and Achievements

European Cadet Circuit (ECC) Season 2024/25	• Adham Eldeeb - youngest 2010-born cadet fencer to reach the ECC top 16, secured No. 4 position in next season's starting ECC ranking.
Asian Championships Cadet and Junior participation in Kuwait	• Adham Eldeeb reached top 16 in both Cadet and Junior events, with his Junior result particularly notable as it was achieved in a higher age category.
Fencing U 14 ECC Bulgaria (Foil)	• 3rd and 8th.
Youth West Asian Championship 2025, Bahrain	• 1 Gold, 3 Bronze.
Saudi Arabia Islamic Games	• Individual Bronze, Team Silver.
U23 Asian Championships in Malaysia	• Men's Team Epee - Silver.

Padel

One of the fastest-growing sports in Qatar, Aspire Academy's padel program currently has 8 student-athletes enrolled, reflecting the Academy's commitment to developing emerging sports. The program continued to advance across infrastructure, coaching capacity, and athlete development, supporting the transition from grassroots participation to high-performance competition.

MoU with QTF

Aspire Academy formalised its collaboration with the Qatar Tennis, Squash, Badminton and Padel Federation, aligning talent identification, performance pathways, and long-term development objectives for padel in Qatar.

FIP Promises Qatar 2025

Aspire Academy hosted the second edition of the FIP Promises Qatar 2025 Tournament, part of the International Padel Federation's official junior circuit. Aspire student-athletes claimed titles across multiple age groups, highlighting the continued growth of padel in Qatar and the program's effectiveness in developing young competitive talent.

8

full-time student-athletes in Padel.

MoU signed with QTF
Qatar Tennis, Squash, Badminton and Padel Federation to boost the development of Qatari padel players and teams.

FIP Promises Aspire Academy Tournament

The FIP Promises Qatar 2025 tournament (second edition), hosted at Aspire Academy, showcased young padel talent, with Aspire student-athletes winning titles in U-12, U-14, and U-16 categories. The event, part of the International Padel Federation's junior circuit, highlighted rising local players.

The tournament serves as a crucial development platform, fostering the next generation of padel athletes in the region following the growth of the sport in Qatar.

Aspire Padel Program

Infrastructure, Performance & Growth Update

Inauguration of 4 indoor padel courts at Aspire Dome, completing the transition from rental to owned facilities and achieving a 70% reduction in operational costs. Coaching capacity has been strengthened through staff expansion, alongside the launch of a high-performance “Specialists” program for players aged 14–18, supported by individualized training plans and data-driven monitoring. The program has consolidated its main team roster while engaging a large Pre-Academy base, with a global scouting and international scholarship framework in development. In parallel, a proposal is progressing with AL/SFM to establish a dedicated office within the padel courts area to support daily coaching and administrative operations.

Training Camps

- Spain – Barcelona and Sevilla.
- Valencia Training and FIP Promises.
- Seven Aspire players underwent intensive training with Federación Valenciana, further strengthening collaboration with our MoU partner.

Padel Players in Spain

Deepening the Academy’s collaboration with Federación Valenciana, seven Aspire padel players travelled to Valencia for an intensive training camp at the Complejo Educativo de Cheste. Also, they participated in the FIP Promises 2025 competition. The experience provided players with exposure to elite European coaching and competition environments, strengthening Aspire's growing international padel network.

Ruwwad 2030 Project

Launched in 2025, the Ruwwad (Trailblazers) 2030 Project aims to deliver Qatar’s best-ever performance at the Asian Games. The initiative unites Aspire Academy and the Qatar Olympic Committee (QOC) in a shared mission to field a team of over 70 male and 70 female athletes. Technical preparations will be led by Aspire Academy’s Head Coach, alongside the sports departments and QAF. Serving as the home base for the Qatar Athletics Team, Aspire Academy will host a growing number of national team athletes and coaches.



Aspire in the World Fellows

The Aspire in the World Fellows programme is an elite global community established by Qatar's Aspire Academy to advance youth football development and sports science. Connecting over 50 of the world's leading clubs and federations, this exclusive network enables top practitioners to share cutting-edge training methodologies and data-driven strategies.

Aspire Academy Global Summit 2025

The 11th Aspire Academy Global Summit took place in Philadelphia from 7-8 October 2025, marking the first time the annual gathering was held in the United States. Hosted as part of the Aspire World Fellows Program, the summit united international experts and fellows to exchange knowledge on sports development and performance.



The Workshop Tour Asia- Singapore

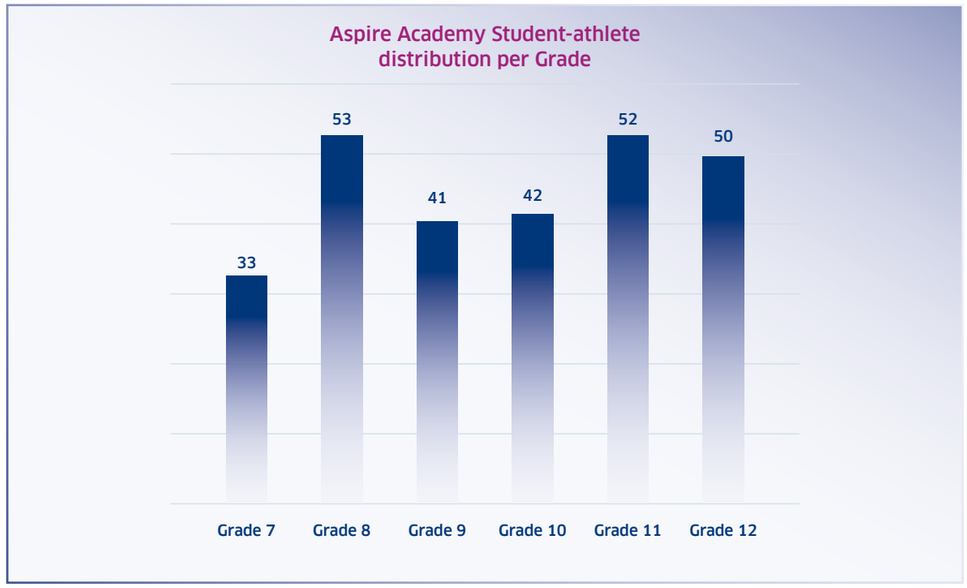
As part of the Aspire World Fellows Program, Aspire Zone Foundation brought together global football powerhouses: Juventus FC, AFC Ajax, FC Porto, Liverpool FC, and the Italian Football Federation for a coaching workshop in Singapore. The Workshop Tour-Asia Singapore 2025, delivered theoretical and practical sessions for coaches across East Asia. As well, a dedicated CSR day engaged 200 children from local clubs, leaving a lasting community impact.

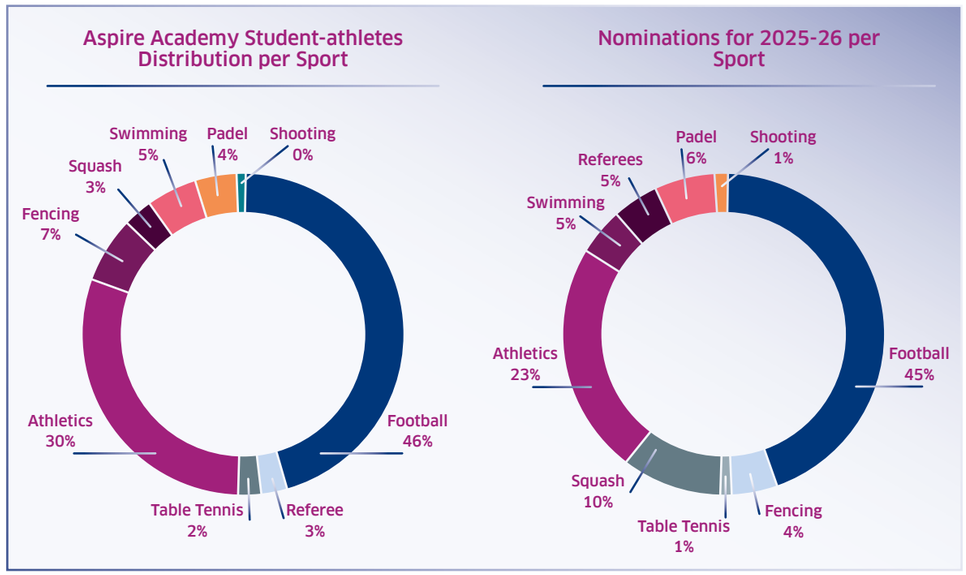
Aspire in the World Fellows Presentations

In 2025, the Aspire Fellows Program continued to share knowledge beyond the summit room. Presentations were delivered by Paris Saint-Germain, Sport Club Internacional, and Atlético Madrid on key football development themes. A further five clubs including Everton FC and Arsenal FC contributed to the Inside the Club series, giving Aspire's community an insider perspective on elite club operations and performance culture worldwide.

Pioneering the Future of Sports through Education

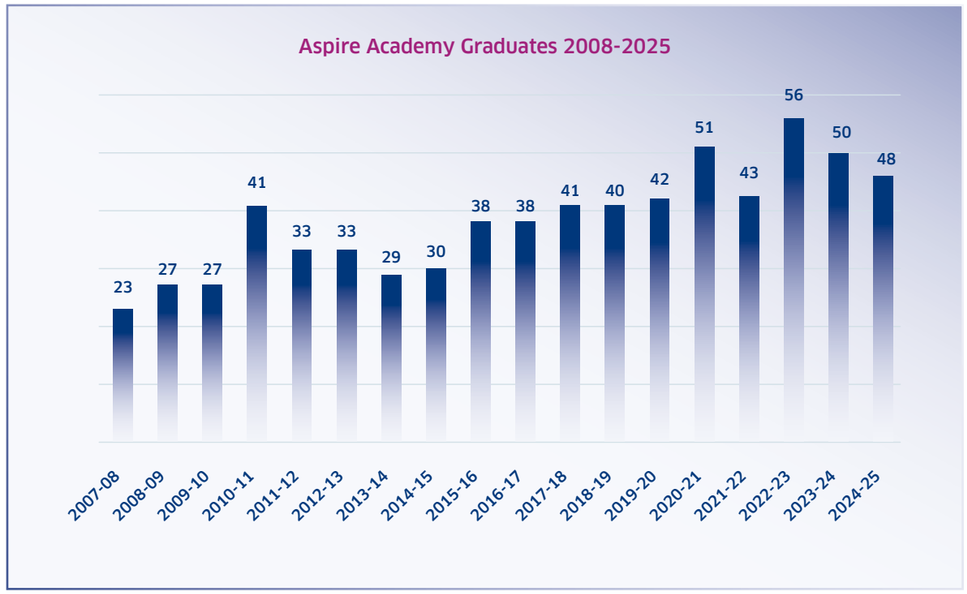
Every student-athlete at Aspire Academy follows a structured academic pathway, balancing elite sporting demands with rigorous education designed to prepare them for life beyond competition.

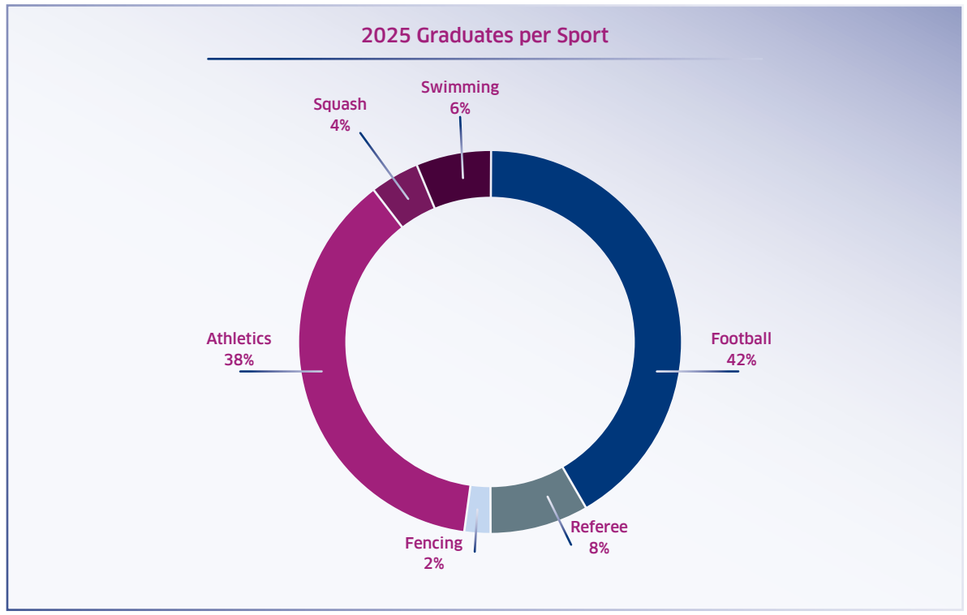




Celebrating the Class of 2025

Aspire Academy proudly welcomed 48 student-athletes into its graduating class of 2025, bringing the total number of graduates to 690 since the first cohort in 2008. From Olympic medals to international titles, Aspire's alumni are a living testament to the power of combining athletic excellence with a world-class holistic education.





Career Counselling & Educational Engagement

Through career counselling, university guidance, and targeted educational initiatives, Aspire equips every student-athlete with the direction and confidence to succeed beyond graduation.

Awareness and Career Counselling Events

- MOU signed Teacher Exchange Program between AA and NAS Academy in the Philippines.
- G7 Fire Extinguisher Safety Training to raise students' emergency preparedness awareness.
- Global Citizenship Day; promoted multicultural awareness and international values.
- Aspire Career Journey Workshop, attended by 12 students, a career-counselling session with HR focused on HR interview skills, life skills, and career readiness.
- Aspire Market managed by leadership students to develop entrepreneurial skills.
- MoU with the London Centre - a strategic international collaboration to advance educational research.
- UDST (University of Doha for Science and Technology) visited Aspire Academy to brief G12 students on admission requirements and available sports scholarships.
- Student Leadership Camp conducted to aim of developing leadership skills, enhancing self-confidence, breaking fears, and building a spirit of initiative to Students-Athletes.

Competitions, Forums & Life Skills Development

Aspire student-athletes compete beyond the sporting arena, excelling in academic competitions, leadership forums, and life skills challenges that build the qualities of future leaders:

- **Little Mohadeth Competition:** students participated and won 8 prizes.
- **Qatar Schools Championship :**13 Debate Club students competed across multiple stages and languages, with 2 wins in the secondary Arabic category.
- **APB Robotics Championship 2025:** students ranked 2nd overall.
- **Debate Championship:** English Department students placed 2nd.
- **Quran Memorisation Competition:** promoting discipline and values-based learning.
- **Life Skills Competition:** demonstrating leadership and essential life skills.
- **CIS Global Forum on International Admission & Guidance.**

Ranked No. 1 Globally

Aspire Academy received the Catalyst Award for Diversity & Inclusion, achieving the top global ranking, a powerful recognition of the Academy's commitment to creating an inclusive and equitable environment for all student-athletes.

Education & Engagement Activities

Aspire Academy curated a rich calendar of educational and civic engagement activities, creating meaningful opportunities for student-athletes to explore their futures, develop their voices, and connect with the wider community:

- **Annual University Fair 2025:** Brought together 23 universities and 3 national scholarship providers, giving students direct access to higher education opportunities across Qatar and beyond.
- **Student Parliament Elections:** Empowered students to engage in democratic processes, building awareness, analytical thinking, and constructive dialogue.
- **Career Counselors Hub 2025:** Aspire participated in the Multaqa event at Education City, connecting students with career guidance and professional development resources.

Aspire for Education Conference 2025

The 4th Aspire for Education Conference, hosted in Doha under the theme "Well-being in Education," united regional and international educators and keynote speakers including H.E. Sheikha Dr. Hessa bint Hamad Al Thani. Covering student-athlete well-being, teacher support, social inclusion, and the role of AI, sessions integrated global best practices and forged partnerships to address modern educational challenges.

Strategic Partnership with Poland's KKS Lech Poznan

Aspire Academy signed a five-year renewable MoU with KKS Lech Poznan, combining Aspire's expertise in student-athlete education with Lech Poznan's football development tradition. The partnership focuses on innovative training, academic support, and cross-cultural exchange, advancing balanced high-performance sport with personalised learning.

Giving Back

Committed to social inclusion, the Aspire Academy Education team and student-athletes visited Al Noor Institute for the Blind, donating sportswear and spending time with the community. They also paid a visit to the Ehsan club to give back and spread joy.

Moreover, in support of children facing difficult circumstances in Gaza, Aspire Academy collaborated to form, Bridges of Love. This initiative brought together 20 of its own student-athletes and 20 children from Gaza for a special day of unity, sports, and hope.

Activating Local Youth

I. Football Talent Centres

Aspire Academy's Football Talent Centres across Qatar provide structured training for boys aged 5 to 8, serving as the first step in the national football talent pipeline. Players showing potential progress to Academy feeder teams between the ages of 9 and 11.



II. Qatar National Sport Day

During Qatar National Sport Day 2025, the Academy welcomed more than 900 visitors, as a part of Aspire Zone's celebrations. Participants were welcomed to take part in "Test Yourself" challenges across 11 stations combining physical performance tests, advanced technology, and cognitive activities designed by Aspire's Education Department.

Over 600 participants joined in while the best performers received Golden Tickets to Aspire's Pre Academy Athletics Programme. The event also featured a youth football tournament involving 14 Doha Bank Stars League clubs, reinforcing Aspire Academy's commitment to community engagement, talent identification, and promoting an active, healthy lifestyle.

Aspetar



Sports Medicine
Excellence in Action

Safeguarding Athletes at the Highest Level

Aspetar's NSMP delivered medical leadership across five major international and regional events in 2025. From the FIFA U-17 World Cup and FIFA Arab Cup to the FIFA Intercontinental Cup, GCC U-23, and GCC U-17 Championships, NSMP ensured athlete safety, readiness, and performance continuity at the highest competitive levels.

FIFA World Cup 2026 Qualification

Aspetar delivered comprehensive medical and rehabilitation support to the Qatar National Football Team throughout their FIFA World Cup 2026 qualification campaign.

ITTF World Table Tennis Championships 2025

The NSMP staff provided coverage for the ITTF World Table Tennis Championships. The team consisted of 12 doctors, 18 male and 8 female physiotherapists.

High-Profile Athlete Support

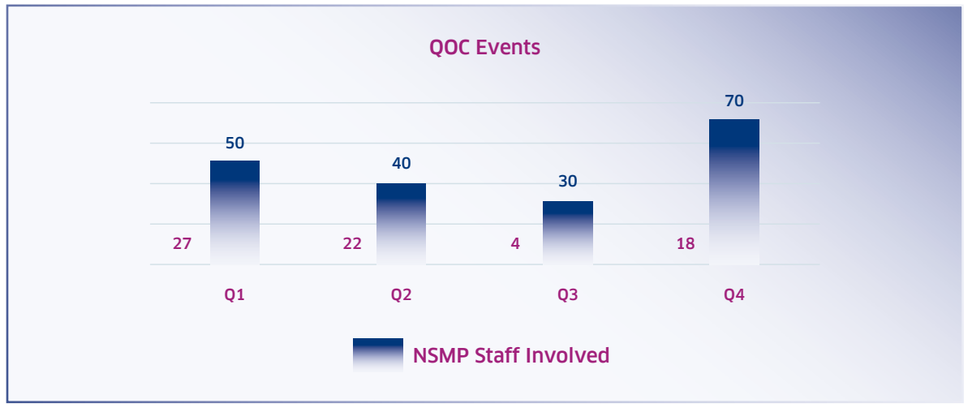
Reinforcing Aspetar’s reputation for expertise and standard of care, 60 high-profile international athletes trusted Aspetar to provide rehabilitation services.

Supporting National Teams Worldwide

Aspetar extended its expertise by providing dedicated medical physicians and physiotherapists to support the national teams of Iraq and Palestine.

Medical Coverage to Qatar Olympic Committee Events

Aspetar's National Sports Medicine Program (NSMP) delivered medical coverage across over 70 QOC events throughout the year, reinforcing its role as an indispensable partner in Qatar's elite sporting infrastructure.



Delivering Expert Care at Al Shaqab

Aspetar served as the official medical partner for major Al Shaqab events, providing specialised on-site sports medicine support and immediate expert care for elite equestrian athletes and riders across high-profile competitions.

Altitude Training Facilities

Aspetar's Altitude Rooms recorded 769 bed nights in 2025, underscoring the facility's growing role in elite athlete preparation and sports medicine research. Simulating high-altitude conditions, the rooms support endurance development, accelerated recovery, and physiological adaptation for professional athletes and research programmes alike.

Altitude Rooms

769

Number of bed nights recorded in 2025 for Altitude Rooms Facility.

Staff Engagement

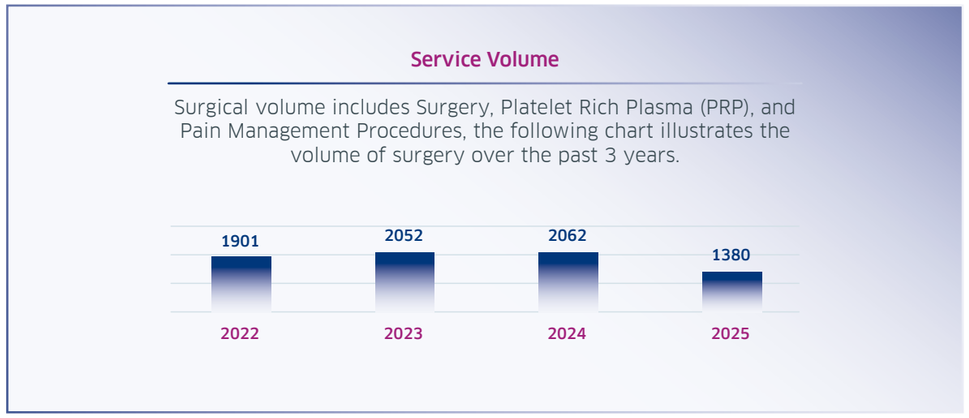
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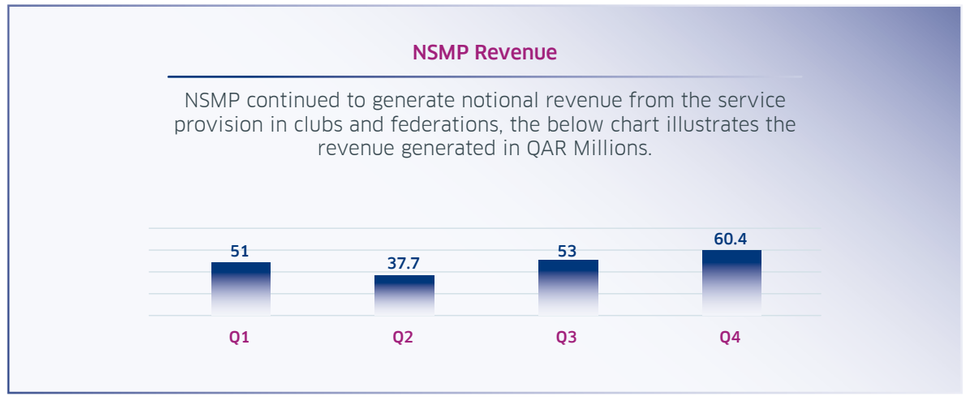
Let's Play employee engagement activities and events; themes: Physically Prepared, Mentally Engaged, and Emotionally Connected.

Staff Licensing

100%

Licensed practitioners; all applicants are licensed and renewed in due time ensuring enough medical staff in Aspetar with no service interruption.





Spinal Rehabilitation Excellence

Spinal rehabilitation services were reinstated, within their new role, they will oversee high-quality clinical care and lead the development of new policies, pathways, and treatment protocols. The addition of skilled professionals further strengthens Aspetar's comprehensive rehabilitation offering.

Patient Education & Innovation

A multidisciplinary working group piloted a new approach to patient education by conducting interviews to define key information needs for an osteoarthritis leaflet. Insights informed a draft leaflet, which has been translated and is currently with marketing for visual finalisation.

Basketball Injury Prevention Programme

Modelled on the successful QSL/AFC football project, Aspetar launched a basketball injury prevention programme in 2025. Workshops were conducted with key staff across clubs and the national team, followed by systematic injury and epidemiology data collection.

Pharmacy Department Post-Operative Care Enhancement

Enhancements were made to post-operative care by implementing VTE risk monitoring, virtual consultations, and best-practice patient follow-up after discharge, strengthening clinical safety standards through digital healthcare delivery.

Research Publications

Aspetar published 118 research papers across 56 journals in 2025, an 8% increase from the previous year, reinforcing its standing as a leading contributor to global sports medicine knowledge.

Scientific Publications

Aspetar completed three high-profile scientific publications in 2025:

- **Heat Therapies & Muscle Remodeling:** A major Aspetar study exploring the impact of heat therapies on muscle remodeling.
- **Long-Term Ankle Injury Study:** A significant research contribution supporting Feriel Dalansi's PhD program.
- **ASPREV Framework Paper:** A foundational paper establishing the framework for Aspetar's injury prevention programme.

Setting the Global Standard in Medical Guidelines

Aspetar strengthened its contribution to the international sports medicine community by developing and publishing a series of clinical guidelines. Several of the guidelines were distributed to federations across Asia and beyond, cementing Aspetar's role as a global authority in sports health standards.

Advancing Medical Research and Clinical Guidelines

Aspetar's pursuit of raising standards goes beyond clinical care, it is driven by a continuous commitment to research, innovation, and the advancement of sports medicine knowledge. In 2025, Aspetar implemented a series of programmes and service improvements that reinforced its position as a global leader in sports medicine, pushing boundaries, elevating standards, and translating cutting-edge research into real-world outcomes for athletes.

Qatar Research Development and Innovation Council (QRDI) Grants

Aspetar secured two QRDI innovation grants, funding cutting-edge research projects that push the boundaries of sports science and technology:

- **AI-Powered Movement Analysis:** An AI solution to measure change of direction in running.
- **Padel Performance Technology:** An innovative tool to measure padel player performance in both training and competition.



Medical Guidelines

Oral Health Strategy in the State of Qatar (2030)	Development of the Oral Health Strategy in collaboration with the Ministry of Public Health.
Rehabilitation Guidelines	Multidisciplinary meetings between the Rehabilitation, Sports Medicine, and Surgery Departments were initiated to refine, improve referral pathways, and standardize patient care across services.
Musculoskeletal (MSK) Clinical Guidelines	Approved guideline covering key conditions like osteoarthritis, subchondral fractures, plantar fasciitis, adhesive capsulitis, lateral epicondylitis, Achilles tendinopathy, and patellofemoral pain syndrome.
National Physical Program Leadership	Aspetar was mandated to lead the Qatar National Physical Activities guidelines, initiated establishing committees and developing content.
Sports Dentistry Guidelines	Completed the guidelines for the AFC Sports Dentistry Advisory Group and soon publish and distribute to all federations across Asia.
Sports Physician Handbook	Published a chapter on cardiac screening in the sports physician handbook of the International Federation of Sports Medicine (FIMS) Fourth Edition represents a significant scholarly contribution from the Sports Medicine Department, enhancing its academic visibility and international reputation.

University of Western Australia MoU

Aspetar formalised a research collaboration with the University of Western Australia, focusing on the growing sport of padel and advancing the scientific understanding of its physical demands.

Bone Stress Injury Aspetar Journal Special Edition

Aspetar co-edited a special edition of the Aspetar Journal dedicated to bone stress injury, with 12 articles identified and authors confirmed, contributing a significant body of knowledge to this critical area of sports medicine.

Bone Health and International Research

A MOU was signed with the University of Pretoria, South Africa, to support a research project on bone health and renewed MOU with the European Handball Federation for additional two years, reinforcing continued international research collaboration.

Injury Epidemiology

The ASPREV team collaborated with FIFA on research projects during the FIFA Arab Cup 2025 and the FIFA U17 World Cup on injury prevention. The collaboration resulted in multiple peer-reviewed publications, contributing valuable knowledge to the global sports medicine community.

Injury Surveillance Project

Aspetar hosted the first workshop to develop an injury and illness surveillance system aligned with models used by Doha Bank Stars League and AFC. This system will help identify key areas for enhancing player health and performance. Once complete, it will create a significant step towards global alignment in enhancing player health and performance.

Committing to Sports Safety

Aspetar strengthened the national emergency and event medicine ecosystem through a strategic partnership with the Qatar Red Crescent, formalising coordinated emergency medical services for sports clubs and federations. This collaboration enhanced national preparedness, response integration, and medical governance across sporting venues.

Elevating Global Knowledge Exchange in Sports Medicine



Aspetar World Conference 2025

The Aspetar World Conference 2025 brought together over 1,000 participants from 74 countries, showcasing Aspetar's advanced expertise and global leadership in sports medicine. The event firmly reinforced Aspetar's standing as a premier international hub for knowledge exchange and collaboration in the field.



First International Radiology Conference

Led by Aspetar's Medical Imaging Department, the inaugural International Radiology Conference brought together global participants for a programme spanning keynote speakers, panel discussions, AI-driven sessions, and hands-on workshops. The event strengthened international collaboration in musculoskeletal and sports radiology.

Management of Ankle Surgery Webinar

Aspetar partnered with Paris Saint-Germain's Rehabilitation Department for a joint CPD webinar on ankle surgery management, marking the first collaboration of its kind between the two institutions.

FIFA Match Doctor Summit, Zurich

Aspetar sports medicine physicians joined major panels of medical experts during the IOC Medical Expertise for Olympics and FIFA Match Doctor Summit in Zurich.

Advancing Sports Medicine Through IOC Education

Four Aspetar physicians joined the faculty of the International Olympic Committee's Advanced Team Physician Course in Senegal, contributing to one of the IOC's most prestigious educational programmes. Their participation reflects Aspetar's ongoing commitment to advancing sports medicine knowledge and expertise worldwide.

AFC 8th Medical Conference

Aspetar served as both premier and scientific partners for 8th AFC Medical Conference where 20+ Aspetar experts contributed to workshops, keynotes, and panel discussions.



Transforming Athlete Care Through Technology and Upgrades

New Cloud-Based Health Information System

A new cloud-based health information system introduced a significantly expanded scope beyond the previous Cerner EMR, including full revenue cycle management with insurance integration and Aspetar's first Finance Costing Module.

Cerebral Monitoring Device

Three operating theatres were equipped to provide continuous cerebral monitoring during anesthesia, using either BIS or Entropy devices. This investment raises the standard of patient safety and surgical precision across Aspetar's clinical operations.

Rehabilitation Digitalisation

The rehabilitation team collaborated with Aspire IT to design and implement a new exercise software solution that enables efficient rehabilitation tracking and delivers personalised home exercise programmes for patients.

Operating Theatre Renovation

Aspetar completed a comprehensive renovation of its operating theatres, including HVAC and electrical upgrades, ceiling replacement, and the installation of continuous temperature and humidity monitoring across 4 theatres. These enhancements ensure full compliance with health and safety standards and a safer, more controlled surgical environment.

Ortho Biologic Lab Completion

The construction of the Ortho Biologic Lab was completed, marking a significant milestone in the expansion of its research and clinical capabilities. Initial inspection, revalidation, and calibration verification of all lab equipment was also completed, ensuring every asset meets the highest standards of accuracy, safety, and regulatory compliance.

Rehabilitation Performance Optimisation

The implementation of stream-specific trackers within rehabilitation services enabled earlier identification of non-progressing cases, improving performance outcomes. These tools provided actionable insights to optimise recovery, reduce injury risk, and support data-driven clinical and tactical decision-making.

Capital Project Design

The design phase was completed for key capital projects focused on improving functionality, safety, and long term maintenance efficiency. These include the Mosaico kitchen renovation, vinyl flooring replacements, NSMP office upgrades, additional OT storage to optimise equipment management, and the development of new laundry, chemical storage, and PACS rooms in the loading bay to enhance safety and operational performance.

Expanding Ultrasound Capabilities

Aspetar expanded its ultrasound services through the acquisition of two additional machines and ongoing specialist recruitment, enhancing diagnostic capabilities and accelerating the standard of athlete care.

Equipment Upgrade

Aspetar invested in the upgrade and replacement of laboratory equipment, including centrifuge units, to improve performance, reliability, and the overall quality of research and clinical outcomes.



Medical Education and Professional Development

Continuing Professional Development

Aspetar delivered 153 CPD activities throughout the year, engaging over 12,000 participants. By investing in the continuous learning of healthcare and sports medicine professionals, Aspetar strengthens the long-term capability of Qatar's medical community and reinforces its role as a regional hub for professional excellence.

Staff Licensing & Compliance

A 100% practitioner licensing rate was maintained, with all staff licenses renewed on time and without interruption. This ensures patients always receive care from fully qualified professionals, upholding the highest standards of clinical governance and service continuity.

Aspetar's Fellowship and Residency Programs

Aspire Zone invested in the development and delivery of high-quality, sustainable Fellowship and Residency training programs in Sport and Exercise Medicine. This significant investment reinforces Aspetar's commitment to building the next generation of specialist physicians and establishing Qatar as a center of excellence for sports medicine education.

LinkedIn Learning

Aspetar staff recorded a 53% increase in hours spent on LinkedIn in the second half of 2025 compared to the first half. This growth reflects the Human Capital department's ongoing efforts to actively encourage continuous learning and professional development through the platform. The LinkedIn Learning partnership was renewed for a further three years, providing staff with continued access to a broad range of programs designed to enhance soft skills, knowledge management, and professional growth.

Rehabilitation Training

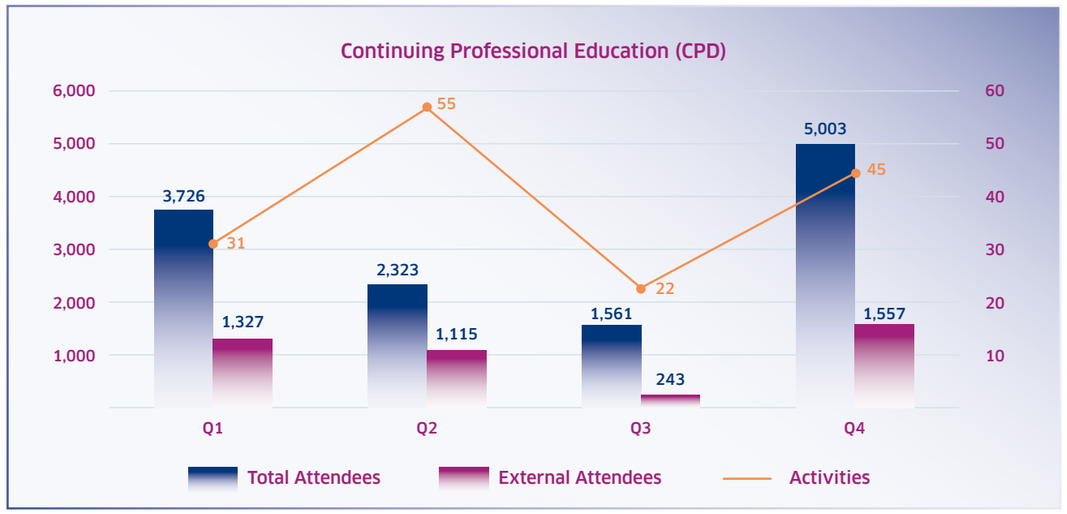
Specialised rehabilitation courses for the NSMP team were successfully delivered and led by dedicated Aspetar staff. Focused on evidence-based strategies for shoulder and ankle conditions, the program aims to strengthen clinical capabilities.

Extension of the HMC Partnership

The second collaboration cycle began with Hamad Medical Corporation and their training academy, deepening a partnership focused on advancing medical education and professional development across both organisations.

Collaboration with QCDC and QF

Aspetar welcomed five high school students considering careers in clinical fields through a structured rotation programme in collaboration with QCDC and Qatar Foundation. The programme was voted the best internship in Qatar, reflecting Aspetar's commitment to inspiring and developing the next generation of medical professionals.



Rehab Shoulder Specialisation Project

Aspetar provided an in-house specialisation course aimed at upskilling clinicians in the management of shoulder related injuries and surgeries.

Aspire Logistics



Elevating World-Class Events and Experiences

Aspire Logistics continued to raise the bar for hosting world-class sporting experiences in Qatar in 2025.

Creating Vibrant Experiences Through Events

Joining forces with strategic partners and world-class brands, Aspire Logistics delivered a successful 2025 events portfolio, including:

- Red Bull Wings for Life.
- The 17th Artistic Gymnastics World Cup.
- FIFA U-17 World Cup.
- Arab Youth Cup.
- Spirit of Wipro Run 2025.
- Neon Run.
- Titan Games.
- Aspire Torch Tower Race.
- QSFA Summer Races.
- QSA Diving Trophy Competition.
- Qatar Swimming Cup.
- Elite Swimming Cup.
- Banks Tournament.
- QNB Futsal Tournament.
- Ministry of Public Health Football Tournament.
- Seashore Phoenix Games.
- QVA Volleyball Tournaments.
- Al Hila Ramadan Football Tournament.
- Annual Gymnastics Competition.
- ACB Jiu Jitsu.
- Super Smash Volleyball Tournament.
- QSA 2nd Swimming Festival.
- Karate and Kung Fu Group.
- H2O Short Course Spring Cup.
- Athletics Federation Event.



Uniting Communities Through Sport

By curating a year-round calendar of events that inspire communities to move, compete, and thrive, Aspire Logistics plays a central role in promoting an active lifestyle across Qatar. From large-scale national celebrations to community-driven initiatives, Aspire continues to make sport accessible to all while fostering wellbeing, inclusion, and social engagement.

Aspire Zone Foundation's contribution extends beyond sport, reinforcing its commitment to building a healthier and more connected society. This impact is reflected through initiatives such as the Ramadan Sports Festival, National Sport Day, Qatar National Day Celebration, New Balance Run Club Doha (NBRC), Pink Walk, Relay for Life, Aspire Paralympic Day, and a community blood donation campaign in partnership with Hamad Medical Corporation.

Building a Running Culture in Qatar

In partnership with New Balance, Aspire Zone hosted the New Balance Run Club Doha (NBRC) throughout its inaugural season, bringing the community together for regular runs every Monday and Wednesday. The season culminated on Global Running Day 2025, celebrating a shared passion for running and an active lifestyle. The partnership reflects Aspire Zone's commitment to making sport accessible to all and building a vibrant, health-conscious community right on its doorstep.

International Partnerships

strategic partnerships and engagements with internationally recognised organisations and brands, including FITUR, Arabian Travel Market, International Sport Convention (ISC), Washington Adventist University, Technogym, and New Balance.

Strengthening Local Partnerships

Strong community relationships are central to a thriving sporting ecosystem. Through partnerships with a diverse network of local stakeholders, including, but not limited to, key organisations such as Hamad Medical Corporation (HMC), Technogym, and Sports Corner, Aspire supports homegrown enterprise, enhances event experiences, and contributes to the sustainable growth of sport in Qatar.

Where Sport Meets Culture

Aspire Zone partnered with Qatar Museums to host an artist picnic at Aspire Park featuring Mehdi Moutasher, bringing together the community in a celebration of art, culture, and outdoor living. The event reflects Aspire's vision of its green spaces as vibrant community destinations that nurture wellbeing, creativity, and cultural connection beyond the world of sport.

Technology-Driven Venue Management

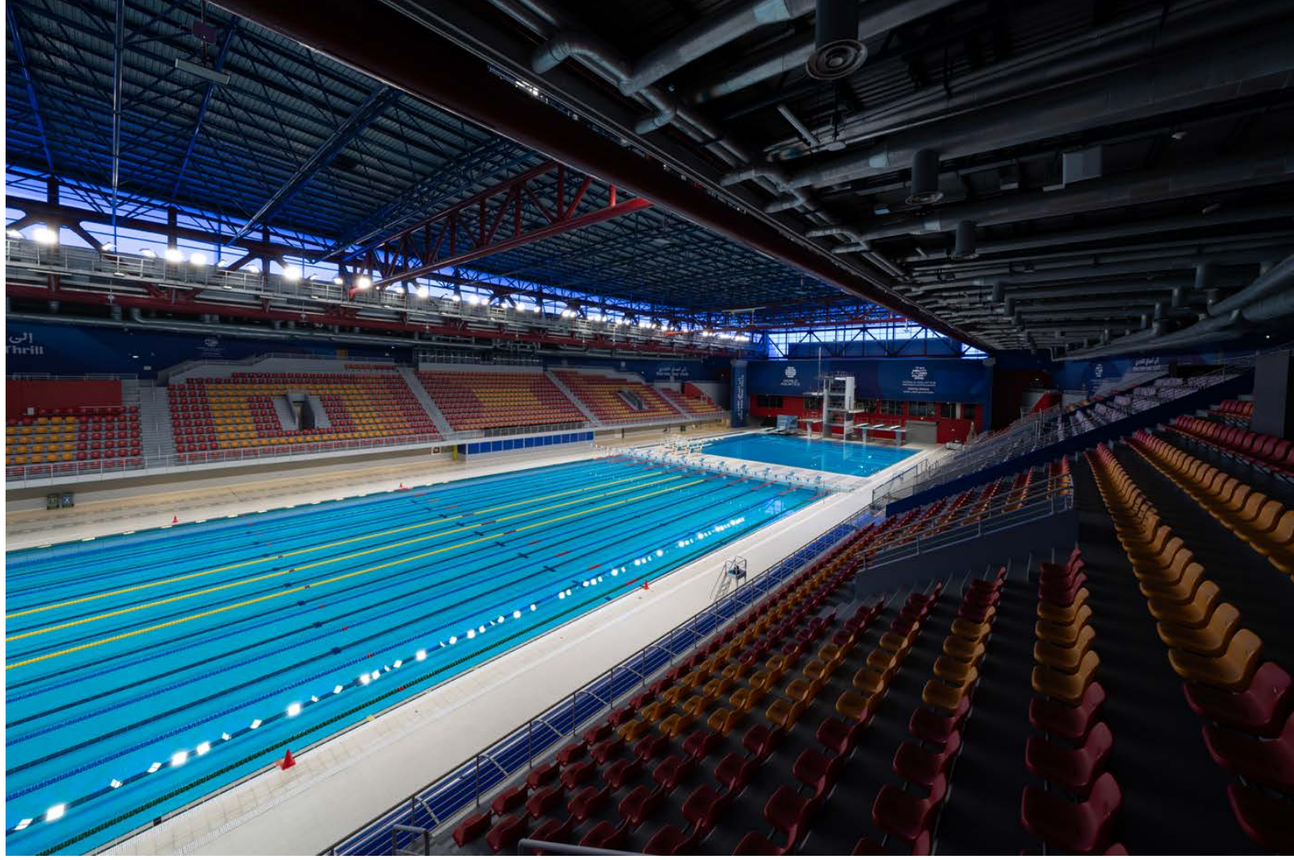
Aspire Logistics continues to leverage technology to enhance access to world-class sporting venues across Aspire Zone. Through the Booking and Scheduling System (BnS), Aspire ensures seamless access to its full portfolio of venues.

Booking & Scheduling System (BnS)

The BnS platform serves as the primary gateway for community access to Aspire's facilities. In 2025, venue bookings through the system increased by 10% compared to the previous year, reflecting growing community demand and engagement with Aspire's sporting offer.

Outdoor Venues

Aspire Park	• Public park & leisure track. • 88 hectares / 1.6km track. • Community wellness, events, jogging.
Khalifa International Stadium	• International multi-purpose stadium. • 40,000 seats / 64 VIP suites. • Major sporting events, tournaments.
Warm-Up Track	• Natural grass pitch & running track. • Full-size with admin building. • Elite training, athletics, team prep.
Tennis Courts	• Tournament-grade hardcourts. • Multi-court complex. • Group training, public bookings.
Public Pitches	• Natural & artificial grass fields. • +15 outdoor fields. • Full-sized tournaments, league matches.
Mini Pitches	• High-availability grass pitches. • Five-a-side sizing. • Casual bookings, community games.



Indoor & Aquatic Facilities

Aspire Dome	• Indoor multi-sport climate-controlled halls. • 15,500 seats / 13 separate arena structures. • Multi-sport events, elite training, global summits.
Hamad Aquatic Centre	• Olympic-size swimming & diving pools. • 4,500 seats / -5floor ultramodern complex. • Swimming competitions, diving blocks, water sports training.
Ladies Sports Hall	• Multi-purpose indoor courts & specialized gyms. • Built to international tournament hosting standards. • Private ladies-only sports, school activities, team tournaments.

Sports Facility Management

Enabling World-Class **Facility Performance**

Sports Facility Management (SFM) played a pivotal role in the success of Qatar's landmark sporting events in 2025, including Formula 1, the Arab Cup, the FIFA U-17 World Cup and Amir Cup 2025. From pre-event engineering and consultation to live operations and post-event monitoring, SFM ensured the seamless delivery of world-class experiences that met the highest international standards.

Besides, SFM remained deeply committed to elevating Qatar's local sporting and community calendar. By providing operational excellence and technical expertise to community events, SFM helps create safe, well-managed, and memorable experiences that bring people together and contribute to a more active and engaged community.

Technology, Engineering and Logistical Support

SFM delivered a comprehensive suite of services to different stakeholders and supported hosting and organising major events at Aspire facilities and across Qatar. Services spanned from consultancy, engineering, and logistics to ICT solution, ensuring seamless operations from pre-event preparation through to post-event wrap-up.

SFM provided consultancy, engineering, and logistical services to different stakeholders and supported hosting and organizing major events at Aspire Facilities and across Qatar.

- World Music Festival.
- Qatar Handball League Championship.
- Jiu Jitsu Eurasian Championship.
- World Table Tennis Championship 2025.
- QSL Football Match.
- H20 Competition.
- Wings for Life World Run.
- Asian Football Cup; First Grade Clubs.
- Travis Scott Concert.
- Ed Sheeran Concert.
- Ar Rahman Live in Qatar.
- Aspetar World Conference.
- Asian Qualifiers for World Cup 2026.
- AFC Champions League Elite.
- International Friendly Championship.
- Aspire Sports Festival.
- 17th Artistic Gymnastics World Cup.
- Amir Cup 2025 Championship.
- Jr NBA/ Jr WNBA League.
- Aspire Sports Festival.
- Aspire Summer Camp 2025.
- Gulf Cup U17.
- Phoenix Games 2025.
- 2025 MENA Karting Championship.
- Nations Cup.
- FIFA U-17 World Cup Qatar.
- Formula 1.
- FIFA Arab Cup.
- FIFA Intercontinental Cup.
- IBA Qatar World Cup 2027 Qualifiers.
- Pink Walk.
- World Cup Qualifier.
- Indoor Mat Kabaddi Event.
- Naseem Al Rabeeh Walkathon Event.
- PSA Qterminal Squash.
- FIP Asia Padel Cup 2025.
- Aspire Academy Fan Zone.
- AFC World Cup Qualifier 2025.
- AFC Champions League Elite.™
- Relay for Life 2025.
- UFC Fight Event.
- Aspire Paralympic Day 2025.

SFM provided comprehensive information technology services and support for events across Qatar

- Qatar Swimming Cup 2025.
- Qatar Shield Diving Championship.
- Second Swimming Festival Competition.
- QSA Swimming Competition.
- Arab Youth Cup 2025.
- School Olympics 2025.
- Qatar Volleyball Cup.
- Pole Vault Festival.
- Under the Rader.
- Ramadan Sports Festival.
- Embassies Tournament.
- Star Chat with Christopher Galiter.
- Beach Sports Festival.
- French Super Cup.
- Toyota Yaris Cup.
- Qatar 1812 WEC.
- Qatar Cup.
- World Table Tennis Championship 2025.
- 1st Division League U19.
- Moto GP.
- Qatar Sports Leagues.
- International Friendly Championship.
- Handball League.
- Mini GP League.
- Arab Gulf Cup.
- Amir Cup 2025.
- AFC Champions League.
- Formula 1.
- FIFA Arab Cup.
- FIFA U-17 WC.
- FIFA WC 2026 Qualifiers.
- FIFA Intercontinental Cup.
- Second Division Futsal League.
- HH The Emir's Sword Festival.
- ASPETAR Lectures and Congress.

Tournament Support

During tournaments, SFM activated a full support services plan, mobilising logistical, technology, communication, transportation, and equipment resources across SFM teams throughout Qatar to ensure uninterrupted operational performance.

Aspire Command and Control Centre (ACCC) Real-time Monitoring

Events were effectively monitored and coordinated, with zero critical incidents reported across key events, including the UAE Super Cup 2025, the Challenge Shield, Match for Hope 2025, AFC tournaments, and the AFC Champions League Elite.

Strategic and Operational IT

Throughout the year, SFM delivered a wide range of strategic IT initiatives across Aspire Zone Foundation and its business units, spanning applications, cybersecurity, and infrastructure.

Key Applications, Security and Infrastructure Projects Delivered in 2025

- MyAspire: Empowering Employees with AI.
- Aspire Academy Classroom Network Connectivity Enhancement.
- Automation of Employee Self-Services Through SharePoint.
- The New Health Information System (HIS).
- New Aspire Zone Foundation Website.
- Upgraded Stadium Infrastructure Monitoring Solution.
- Beyond Trust Solution Upgrade.
- Modernised Data Management .
- Security and Patch Management Upgrade.
- Deployment of Network Threat Detection Solution.
- Mersal Application Upgrade.
- Stadium Network Connectivity Upgrade.
- Improved Cybersecurity Posture.
- Hybrid Environment with Multi-Cloud Platforms.
- Microsoft Fabric.
- TicketsByAspire.
- Sports Camps Management System.
- Improved “Aspire in the World Fellows” Platform.
- Implementation of Aspetar Illness and Injury System.
- Modernisation and Performance Enhancement of Life in Aspire Application.
- Centralised Football Skill Development Centre (FSDC) System.
- Streamlined Event Management for Global Participation.

Ultimate Level of Cybersecurity

The highest level of cybersecurity was achieved (Managed Level) within NCSA’s Qatar Cybersecurity Framework, reinforcing our commitment in protecting AZF’s digital assets as per industry best practices and national guidelines.

National Cyber Drill 2025

Aspire Zone Foundation was recognised at the National Cyber Drill 2025 by Qatar's National Cyber Security Agency for outstanding efforts in strengthening digital asset security and implementing best-practice cybersecurity standards.

International IT Certification

SFM achieved ISO 20000 and ISO 27001 certifications, strengthening IT service governance and standardising its IT service management processes. These globally recognised accreditations enhance information security, improve compliance, and reinforce Aspire's commitment to robust risk management across all digital operations.

Putting Customers First

When surveyed customers reported a 94% positive customer feedback rate for IT services. The high score reflects the team's dedication to delivering a responsive, reliable, and high-quality support experience across the organisation.

Environmental Responsibility

Sustainability efforts are reflected across multiple dimensions of operations. Advanced energy optimisation is enabled through the Aspire Command and Control Centre, which monitors consumption across venues to support data-driven efficiency and reduce environmental impact. Water conservation remains a key priority, supported by integrated campus-wide practices, including on-site wastewater treatment and reuse systems.

Aspire also continues to uphold sustainable venue operations, with facilities such as the Ladies Sports Hall achieving GSAS Silver certification, reflecting strong performance across energy, water, waste, and indoor environmental quality.

Beyond infrastructure, Aspire actively promotes environmental awareness and education. Participation in global initiatives such as Earth Hour and engagement programmes aligned with the UN Sustainable Development Goals, including educational tours for SDG ambassadors, demonstrate Aspire’s commitment to fostering a culture of sustainability and inspiring future generations.



Future **Outlook**

As we close 2025, Aspire Zone Foundation enters its next chapter with a clear sense of purpose. Every step forward is driven by our bold commitment to raise the standard of sport and human performance. Guided by the Elevate 2030 Strategy, we aim to leave a lasting legacy across sport, education, health, and community engagement.

Delivering impact far beyond the game, our strategic framework is designed to maximise our contribution to the national development of Qatar. Built around four themes: **Unleashing Human Potential, Beyond the Game, Culture of Excellence, and Growing with Purpose,** each carries a long-term outcome and clear priorities that will shape Aspire's future projects and initiatives. Together, these themes drive our path forward uniting our world-class entities, Aspire Academy, Aspetar, Aspire Logistics, and Sports Facility Management into one integrated ecosystem. By 2030, we will continue to strengthen Qatar's sporting heritage, shape the future of global sports performance, and inspire generations through excellence, innovation, and purpose. Together, we elevate.





Members of Aspire Zone Foundation

Aspire Logistics Aspetar Aspire Academy Sports Facility Management

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