

Infrastructure

The sector demands greater institutional presence

In 2014, Qatar awarded contracts worth €2.7 billion to spanish companies

Tourism

Spain is in the sites of the Qatar Sovereign Fund

Katara Hospitality has acquired its first hotel in Madrid



Energy

Mohammed Al-Sada Qatari Minister of Energy and Industry

«It is not easy to monetize gas in the current world economy»

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Qatar: just 15 years away from its goal

Qatar's position in the world is not based on chance, but rather, it is the result of forty years weaving political and economic alliances with leading countries such as Japan and the United States. More recently, Spain has also appeared on its road map. For 2030, Qatar aims to become an advanced society

t was at the end of the seventies, in the 20th century when a British journalist included stories about her trip to Doha in a book about the Arabian Peninsula. She mentioned the land reclamation project in West Bay: a neighborhood to the northeast of Doha that is home dozens of buildings, many of which are skyscrapers with offices for various ministries and corporations, a number of embassies, apartments and luxury hotels. Nestled aside the district is the Sheraton Hotel; a unique, pyramid-shaped building that has just opened after undergoing refurbishment. The turquoise waters of the Arabian Gulf are in their background.

With an estimated GDP of €180 billion for 2014. according to Qatar National Bank (QNB), Qatar enjoys the highest income per capita in the world

Glass, steel and state-of-the-art Qatari capital.

Scoff of the British Forty years ago, Qatar was enjoying the wealth of the oil discovered in 1939 in Dukhan, and began to glimpse the prosperity that would arise from the discovery of the world's single largest natural gas reservoir, in 1971. No longer a protectorate of Great Britain, the journalist mocked the newspaper's headlines relative to multi-million dollar projects to build industrial plants, among them, a steel factory in alliance with Japan. «This would make sense in a city with adequate labor force such as Cardiff», the capital of Wales in the United Kingdom. «Who will go work there? Imported Japanese?» Today, Japan way, drinking-water reservoirs, is Qatar's most important trad- and a 128-kilometer water pipeing partner; and she was refer- line and optic fiber networks. ring to Qasco (Qatar Steel Com- FCC was awarded a section of pany), one of the country's largest the Red Line of Doha Metro, firms. With an estimated GDP of walkways and a water infrastruc-€180 billion in 2014 -according ture project. OHL is working on to Oatar National Bank (QNB), the two most emblematic metro the largest bank in the Middle stations in Doha, on a consortium being the latest arrival. East and North Africa-, the emir- led by Korean Samsung, while ate enjoys the world's highest in- its almost concluded Sidra Med- America, mon amour come per capita. And yes, Qatar ical & Research Center is under Between 1995 and 2013, when the Qatar. According to some Span- park, as well as Sidra. Qatar has had to start by importing work- arbitration. Other Spanish firms Sheikh abdicated in favor of his iards, the highway leading to the invested billions of euros in Eduers, not only from Japan, but are Sacyr, Ceinsa, Ecisa, Grupo son Tamin Bin Hamad Al-Thani, base is «the best one in the councity.



skilled and unskilled employees, including Brits! This practice grammed at €130 billion, accordcontinues today. Of the 2.3 million people living in the country, only 250,000 are Qatari. At current growth rate, western ex-pats will soon reach the 400,000 mark; the rest are thousands of workers at the Spanish Embassy with from Asian countries such as India, Nepal, Bangladesh, Sri Lanka and the Philippines... the majority are hired as low-cost labor working on infrastructure projects that Qatar has awarded to companies from all over the world. Spaniards too. For example, HLG, the subsidiary of ACS in the Middle East, that was awarded projects valued at €1.54 billion in 2014: among them, the 1.23 billion section of the New Orbital express-

investment until 2018 is proing to QNB; most of this amount will be invested in transport and infrastructure. Businesses and citizens from all over the world -1.500 Spaniards are registered an equal amount of non-registered— continue to arrive and new Embassies open their doors due to this influx. For example, just three years ago there were three Latin American embassies: today, there are eleven, Mexico

Forty years ago, Qatar already enjoyed wealth thanks to crude oil and began to suspect the prosperity that would arise from the discovery of the world's single larget natural gas reservoir in 1971

is now 65 and has three wives; one of them is Sheikha Mozah Bint Nasser Al Missned, mother state-owned company that manof Tamin. Her husband, the Father Emir, graduated from the Royal Military Academy Sandhurst-as did Winston Churchill. He was summoned by his father, the Emir, to proclaim him Heir apparent and Minister of can universities accepted Qatar's Defense. Hamad Bin Khalifa Al-Thani is considered the author of Qatar's modernization and many frequently refer to him as the Kennedy of the Middle East. He founded the television channel Al Jazeera—meaning island in Arabic. The channel played an important role in the «Arab Spring». On occasions the information broadcasted irritated fellow Arabs. The story about a comment by Hosni Mubarak while visiting the channel's main offices in their learning center in Education Doha is still told: «So much noise City. This huge university campus coming out of a match boxly It was the brainstorm of Hamac has also angered the US more Bin Khalifa Al-Thani, an initiative than once, but the emirate is its that is unrivaled in the region. It best ally in the Middle East. Al is home to branches of some of Udeid, the largest US military the most prestigious educational base in the region, is located in centers in the West, a technology

Hamad Bin Khalifa Al-Thani, who as ExxonMobil and ConocoPhiles; in turn, it generates 60% of the country's GDP. French firms such as Total can also be found in Oatar, Likewise, the US landed in the Qatari classrooms; six Ameri-

> Qatar hosts the largest American military base of any Arab state. According to some Spaniards, access to the base is on the «best highway» in the country

tantalizing invitation to establish

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The influence of Sheikha Mozah «While you were having fun at the camel races, I was studying at Cairo University». This quote is from Sheikha Mozah, speaking to her husband with an air of mutual understanding during an interview that the royal couple granted the US media several years ago. Hugo Guiliani, Ambassador for the Dominican Republic in Qatar recalls that «there was no censorship». «The complicity between them was obvious». Qatar is the world's largest exporter of Liquefied Natural Gas (LNG) —Spain's third largest supplier but the wealth housed in its seabed is volatile and Qatar is well aware of this fact. Thus, it has a two-fold plan: investment in foreign assets through its Sovereign Wealth Fund and diversify the economy in areas such as education, sports and tourism. Education City could never be understood without the backing of the Sheikha. She currently serves as Chairperson of QF (Qatar Foundation for Education, Science and Community Development). Education City is dependent upon this latter. Sheikha Mozah

Qatar is the world's largest exporter of Liquefied Natural Gas (LNG) and Spain's third largest supplier

has taken reports of abuse re-

garding the violation of workers' rights in Qatar very seriously; and QF has implemented strict rules to avoid unscrupulous companies from taking advantage of low-priced labor and employees without any training upon arrival to the country. A woman of charisma with a degree in Sociology, Sheikha Mozah broke a taboo within Arab society by showing her face in public. Comments about her beauty and elegance ofter overshadow her commitment in favor of education in Qatar and in the world. «She is a well educated woman. I have met her; (she was) speaking in English, with no paper support and she showed her intelligence in her interesting arguments», comments Mr. Guiliani. WISE (World Innovation Summit in Education) is under Qatar Foundation's umbrella. During its annual summit in Doha, it awards US\$500,000 to a special project. It is already being called Nobel of Education. Access to the event is by invitation only; and it brings together over a thousand experts in education from all over the world. Both the organization and logistics are impressive. Since 2013, Banco Santander is one of its sponsors; during the inaugural ceremony in November 2014, the Chairman of WISE lovingly remembered Emilio Botín who recently passed away.

But for Sheikha Mozah, the most prized asset is Educate a Child (EAC). This charitable organization is in line with the millennium objectives for develop-



Sheikha Mozah at WISE 2014. With her is the Qatari Minister of Culture and Spain's former Vice President, Ma Teresa Fernández de la Vega.

Sheikha Mozah's most prized project is Educate a Child (EAC), a charitable organization that reaches half a million children in 17 countries. Her goal is to influence at least 10 million children

Read the full interview on www.mymmerchan.com | **Economy** | 3

ment established in 2000 by the United Nations so that by 2015 not a single child in the world misses out on primary education. Although the statistics have improved, in June of 2014 there were 58 million children who were not attending school.

EAC reaches out to half a million children in seventeen countries but Sheikha Mozah strives to reach ten million children. «It sounds ambitious, but I believe it is possible», she states. The Roger Federer Foundation, UNICEF, the Office of the United Nation High Commissioner for Refugees and Caritas Congo, among others, are EAC partners, working together with her. In Latin America, only Brazil and Haiti receive aid. For Ambassador Guiliani it is a pity that the Dominican children on the border with Haitiequally as poor as the Haitians cannot benefit from this initiative due to a simple guestion of borders and statistics. For now, it is



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DR. MOHAMMED ABDUL WAHED AL HAMMADI, MINISTER OF EDUCATION AND HIGHER EDUCATION IN OATAR

«In just five years, Qatar has doubled its budget for education»

Western institutions such as Texas A&M and Georgetown University participate in Qatar's educational structure. SEK is the only Spanish school in the emirate

ther Emir, Hamad Bin Khalifa Aldegrees from prestigious Westknowledge-based economy. And Qatar Foundation (QF), chaired by his wife Sheikha Mozah Bint Nasser was willing to finance the venture. There are currently ten universities in Education City, two from Qatar, six from the US, one from the UK and one from France. Architecture is a luxury: for instance, the glass and metal cloister and the fountains sunk into its floor at the Hamad Bin Khalifa University (HBKU) that seem to be inspired in a monastery, or its cafeteria with very

More female than male

Outside Education City sits the

Education City is a large campus been carried including estabon the outskirts of Doha. The Fallishing external accreditation for Thani, wanted to import a selec- of Qatar is growing rapidly; the tion of engineering and faculty challenge is to have enough infrastructure. Some Qataris still ern universities to support his study abroad, often on scholobjective and turn Qatar into a arships... It should not be a necessity; there may be difficul-

For expatriates, schooling costs €700 per month/child. **Education** is free for Qataris, including higher education

ties in girls studying outside and

parative world-class institutions available locally. Also, there is a nologies, health, social sciences, growing belief among our brothhigh ceilings and cathedral like ers in other Arab countries that vaulted columns. Soon students world-class university educawill be able to get around the tion in Qatar could be better and campus on the People's Mover, more cost- efficient than sendthe tram being built by HLG, the ing their kids to Europe, Canada subsidiary of ACS in the Middle or the US», explains Dr. Mohammed Al Hammadi, Minister of Education and Higher Education in Oatar. The government earmarked €5,27 billion for education in the 2014-2015 budget. «Allargest university in the coun- most double the amount assigned sometimes decide to leave their tar and particularly QF are always try, Qatar University, presided five years ago», he emphasizes. spouses and children in their alert and considering any memby Sheikha Mozah's sister, where Part of these funds help fulfill the country of origin. Schooling is free ber/educational institution that the number of female students objective of turning Qatar into a for Qataris. There are a number exceeds the number of male stu- leader in R+D+i. In 2012 the Na- of European schools operating in frastructure related to the knowldents. Extensive reforms have tional Research Strategy was de- Doha; these include the French



signed with four areas of state inwe should ensure there are comterest; energy and environment, computing and information tech-

> Schools at 700 Euros a month Population growth also puts pressure on primary and secondary education, all of which is managed by the Supreme Education Council (SEC) that strives to open more centers. Existing schools are scarce and expensive—around €700 per month/child. That is a headache for expatriates who ences but he does state that «Qa-

SEK, the only Spanish school and with a waiting list. In 2013, SEC invited SEK to be the international school with Spanish background to complete the educational offer in Doha. A few months later, the school was up and running. Qatar financed the entire infrastructure. «This is not a blank check; such an opinion would be a lack of respect. The country's investment in education is tangible; we were willing to embark on this journey. We have come to share what we know but at the same time, learn from others. One feels in debt when be-

Lycées Voltaire and Napoleon, or

The government earmarked €5.27 billion for education in the 2014-2015 budget

ing invited to take part of something like this», expounds Nieves Educativa SEK. For the moment there aren't any Spanish univerthinks it's inappropriate to give

MARK WEICHOLD, DEAN AND CEO OF TEXAS A&M UNIVERSITY IN QATAR

«Education City is a experiment with revolutionary results»

In 2014, the university received more than €27 million for research

It has been estimated that during the next decade, Qatar will need to employ thousand engineers each year. Qatari nationals will cover a part of that demand. but the country will still need expatriates. In 2001, the President of Texas A&M University began discussions with QF; these derived in an invitation for an interview with Sheikha Mozah in 2002. Qatar needed engineers, and above all those connected to oil and gas so they went to Texas A&M. «QF was willing to fund our operations here. It meant that we need not use tuition money that Mark Weichold. the students paid in Texas, in the US, nor Texas tax dollars. Also, you would find anywhere in the serves for only 48 hours. «The de-set up here to reach that status in we would have the opportunity to world», explains Mark Weichold, salination plants are essential, but a global scale. Education City is engage in research as the activi- an American professor with three producing one liter of drinking an experiment with revolutionties undertaken by Qatar in gas US patents on his curriculum water demands the use of another ary results. A generation is necproduction and oil exploration who formed part of the team that two or three that end up as liquid essary to verify its success but it



Texas A&M University in Qatar.

Research in the desert

cess to which is through a huge million from Qatar National Re- extensive. search Fund (QNRF). It is 80% of what it receives annually. The research programs are aligned with But could Qatar ever be indenational interests. In a desert enpendently competitive in the water is of major importance. According to Mr. Weichold «it Two years ago, the chairman for is possible, but it must contin-Qatar National Food Security ue with its level of commitment Programme announced that the and investment; a lot of learncountry had drinking water re- ing and infrastructure has to be

he became the president of the A researcher at the university has conceived the way of producing desalinated water and zero liquid discharge. Others are working to-In 2014 alone, the university—ac- wards avoiding corrosion of the underwater pipelines or wireless oronze door— received €26.5 medical technology. The fields are

vironment, anything related to global knowledge economy? were far beyond anything else first visited the emirate. In 2003, discharges», says Mr. Weichold. is moving in the right direction».

GERD NONNEMAN. DEAN OF GEORGETOWN UNIVERSITY SCHOOL OF

FOREING SERVICE IN QATAR

«Qatari politics have always been pragmatic»

Gerd Nonneman heard about Education City for the first time some two decades ago he thought it was a «white elephant». But today, this Belgian who has a doctorate in Politics and is an expert in Middle East, believes it definitely has well- placed pillars. He is Dean of Georgetown University School of Foreign Service in Qatar. Since 2005, over 200 Arab students -including the Emir's second wife-, have graduated here.

The Emir is in control

«There has not been a U-turn and there will be no U-turn on the fundamentals of Qatari foreign policy which is based on



Gerd Nonneman.

the realization that the old regimes were not sustainable, that you cannot hold back popular dissatisfaction forever and that among social strands of thought in the Arab world Islamism was going to be important, so to pretend that it's not there, just doesn't work», he remarks. Mr. Nonneman believes that Qatari politics have always been pragmatic and the adjustments form part of that pragmatism. «The changes that have come about are not a fundamental change but a change of degree, execution and tone. The basic line of development in any sector remains as conceived although the implementation is more cautious, more financially prudent, more conscious of the need for due diligence in foreign relations. But the shift was conceived well before the power change in 2013». Did anyone doubt the Emir? «He's in the driving seat and the Father Emir is by his side, together with a think tank, such as that of the Minister of Foreign Affairs, a very capable and trustworthy man. Initially, there were some who questioned his age: he was 33 years old. but now, his elders see him as a very ambitious and confident man. Well before the change in 2013 he was already on stage».

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6 | Energy | QATAR | SATURDAY, JANUARY 17, 2015 | EL ECONOMISTA

DR. MOHAMMED SALEH AL-SADA, MINISTER OF ENERGY AND INDUSTRY OF QATAR

«It is not easy to monetize gas in the current world economy»

According to the Qatari minister, despite the fall in crude oil prices, the perspective for demand continues to be positive and that will elude the supply growth becoming a problem in the future

t will have been four years ago this weekend since Mohammed Saleh Al-Sada was appointed Minister of Energy and Industry in Oatar. He was one of the few members of the Cabinet to retain his post once the Father Emir abdicated in favor of Sheikh Tamin Bin Hamad Al Thani in 2013. He holds a Master's degree in Marine Science and Geology from the University of Qatar and a doctorate from the University of Manchester Institute of Science and Technology. He chairs Qatar Petroleum (QP), the country's largest firm; it is 100% state-owned and contributes almost 60% to the emirate's GDP. Until this past month of October, he was also the CEO. His agenda is heart-stopping with trips to the four corners of the earth. He is a real heavyweight, but his current position and influence has not changed him; he continues to have a friendly and courteous, but slightly spartan

«In recent months, the rapid decline in oil prices was driven by deceleration in **Eurozone economies, growth** in emerging economies lower than expected, in addition to the unbalance in supply and demand»

personality. His only luxury in his huge office—in one of the skyscrapers in West Bay shared with the Ministry of Social Affairs—is perhaps the large windows facing the southeast, thus filling the room with sunshine. Dr. Al-Sada. as he is known in Qatar, is aware that the greatest challenge that gas exporting countries current- tion that Qatar is aiming for. It role in the global supply. LNG lieve in long-term ties, based on specifically Qatar, will continue



Dr. Mohammed Al-Sada doesn't perceive the era of energy abundance as a threat.

ly face is market volatility and the is possible by establishing solid probability of an excessive sup- partnerships with world leading ply. Qatar and its Minister have an eagle eye on events while being alert to changing conditions. Nevertheless, his answers in this interview are enshrouded in serenity and the diplomacy of political correctness

-QUESTION: The CEO of ExxonMobil, the largest US oil company, stated this fall that his counenergy abundance» which means they are not dependent upon a conflictive Middle East. How do you think the enormous increase in US energy production will interfere with the ongoing relationship between Qatar and its long- term allies ExxonMobil and

-ANSWER: At the end of the day, a robust energy sector will em-

companies in the sector, including the companies you mentioned and others. Despite the recent decline in crude oil prices, the overall outlook for the oil demand remains guite positive. There are economies that continue to grow, as is the case of Asia and the Gulf countries, or re-emerging into growth, such as North America try had entered a «new era of and Europe. This provides space to accommodate some increasing supply volumes without running into serious over-supply.

The so-called era of energy abundance or the boom in shale gas production, especially in the US, has boosted the overall gas supply. Interest in exporting gas has increased, and greater availability of LNG (Liquefied Natural Gas) means that internationpower the economic transforma- al trade will play an ever-growing

«We are the largest world exporter of LNG and ExxonMobil has played a significant role in helping us attain a production capacity of 77 million tons

supply and demand projections, as well as independent third parties, clearly show a robust global demand during the forthcoming decades. There are many new LNG projects being implemented in the USA, Canada, Australia, East Africa and other regions. This evidences that there is a growing demand.

In Qatar, we always value strong partnerships with leading companies and we firmly be-

«Gas projects are capital intensive and have a high gestation period. In the current scope and world economy, it is not easy to monetize gas»

mutual benefits. We do not perceive the energy abundance as a threat; we identify it as an opportunity to consolidate relationships with our partners and reach the win-win goal we aspire for The decade-old commitment between ExxonMobil and Qatar is much more than a joint-venture between partner and investor. It involved initiatives and projects to support our economgrowth. Likewise, it shares the biectives of Oatar to advance in the field of science and technology through R+D. ExxonMobile Research Qatar Limited is an anchor tenant at the Qatar Science & Technology Park in Doha, We are the world's largest exporter of LNG and ExxonMobil has played a significant role in helping us attain a production capacity of 77 million tons per annum. It participated in twelve of the fourteen trains—liquefaction and purification plants to condense and compress the gas—for LNG in Qatar. Also, they are partners in other important projects such as Al Khaleej Gas, the Laffan refinery and the Barzan project.

-Q: Oil and gas production in

the US will increase with ener-

gy from shale gas. It has already

been stated that the discovery

of gas and crude oil using frack-

ing -or hydraulic fracturing- has

changed the power balance in

the energy industry. Do you think

that the Middle East, and more

2006

April 26: State visit of

Spain's Monarchs to

ble players to change the world playing field. Everything is transforming and reshaping the gas and oil industry.

SOPHISTICATION OF A PORT

Qatar has two industrial cities: Mesaieed and Ras

Laffan, with this latter being the main gas hub. It

covers 295 km²—approximately half of Madrid's

surface area—and its 56 km² port is considered

one of the world's largest exporters of hydrocar-

bons. In 2010, Qatar reached a milestone when the

Ras Laffan port reached an export capacity of 77

metric tons per annum. This was achieved jointly

between Oatargas and RasGas, with 42 and 35

million metric tons per annum respectively.

In Oatar, we believe that there is space for both the current and future players to tap into the market The abundance of gas is but a consequence of more countries with supply capability; exceptionally, the current and future constraint may well be the gas supply rather development, processing, storage than the demand. The global gas and transport to the receiving ter- demand is growing quickly, driven by an expanding need for gas throughout the world; this is particularly true in Asia. China and other emerging Asian countries are witnessing this unprecedented demand. However, please remember that gas projects are capital in-

«Organizations such as the **OPEC**, of which Qatar is a member since 1961, make great efforts to maintain a stable oil market ensuring that the supply is ahead of the demand to mitigate price volatility»

A 6,000 KM² STAIN

rate for the next 156 years.

Qatar is the world's largest LNG exporter. In 1971, it found the

single largest underwater reserve on the planet: North Field.

treasures. The good use of this field—today, it represents

13% of the world's gas reserves—is one of the nation's main

objectives. Qatar could continue to produce gas at the 2013

O- MAX is the largest methane tanker in the world. It is the blue

whale of the merchant marine; a supertanker measuring 345

meters in length—more than three soccer fields such as the

Santiago Bernabeu Stadium— 43.8 meters in width and 12 me-

ters in height. It can transport 266,000 m³ of LNG. Unlike other

methane tankers, it consumes 40% less energy. Right behind it

is the Q-Flex, a vessel that has 217,000 m³ capacity. Qatargas or-

dered them in 2005 from Samsumg, Daewo and Hyundai. These

three multinational companies have been awarded major infra-

structure projects in Qatar. The emirate currently has 13 Q-Max

the Q-fleet that loads up to 135,000 m³ and is used by Qatargas

exotic names that ship gas to Gas Natural Fenosa in Spain. They

are Dukhan, LNG Aries, Norman Lady, Methane Polar and Gimi.

Prepared by authors, with sources: BP Statistical Review of World Energy. Jun.

2014. OPEC Annual Statistical Bulletin 2014, OP, RasGas, Oatargas, Ras Laffan,

QPI, QNB Investors Relations Presentation, Sep. 2014, US Independent Statistics &

Analysis Energy Information Administration Jan. 2014. Spain's Ministry of Foreign

Affairs Diplomatic Information Office, Oct. 2014.

dock in Barcelona, Cartagena, Bilbao, Huelva and Sagunto. These

to ship LNG to Japan; and also five LNG methane tankers with

and 19 O-Flex, as well as ten other, less sophisticated vessels:

Ports & terminals

Refineries

LNG facilities

Gas pipeline

Gas & oil fields

Iranian gas & oil fields

— Crude oil pipeline

Measuring 6,000 km², it is «the greatest treasure of all» Qatari

world economy, it is not easy to

-Q: There are opinions stating that traditional oil producers are intentionally increasing production and lowering prices to stop US investment in shale so that

-A: In recent months, the rapid decline in oil prices was driven by deceleration in Eurozone economies, growth in emerging economies lower than expected, in addition to the unbalance in supply and demand. Organizations such as the OPEC work towards guaranteeing stable oil prices that are vital for world economic wellbeing and, at the same time, allow producers to receive a fair return that can then be reinvested to guarantee future demand. They make great efforts to maintain a stable oil market ensuring that the supply is ahead of the demand to mitigate price volatility.

and competitor. Any comments?

-O: How does Oatar balance its own production stability and price strategy aligned with the OPEC and its partnership with and water by 35%.

«The shale gas revolution is transforming the gas and crude oil industry»

Read the full interviews on www.mymmerchan.com | Energy | 7

worldwide producers such as American ConocoPhillips and French Total, in which both partners will see their 2015 profit forecast reduced by at least 10.05% and 4.40% respectively?

-A: Qatar Petroleum's policy towards using natural resources is based on conducting operations directly or through Production Sharing Agreements (PSA). Qatar has been successful in attracting many of the major international oil companies, including Occidental, Maersk and Total. These agreements are tailor made to provide for an appropriate sharing of risks and rewards. This strategy has proven fruitful as it increased Qatar's crude oil production capacity to a level of 700 thousand barrels per day. Furthermore, Qatar is a member of the OPEC since 1961. We are well aware of our commitments and obligations as a member country, and these are taken into consideration when PSA agreements are signed with our international partners.

-O: Oatar is the largest consumer of electricity and water per capi ta in the world. The demand will continue to grow as we get closer to 2022 and 2030. What measures are being implemented to encourage energy efficiency habits, saving on resources and a reduction of CO2 emissions?

-A: Qatar National Vision (QNV) states that «by 2030 Qatar is to become an advanced society capa ble of sustaining its development and providing a high standard of living for its entire population». As such, among the most important strategies to achieve QNV is the Energy Efficiency plan for Qatar. We believe that efficient use and conservation are key components of energy sustainability Energy efficiency is the world's most important «fuel» as it is one of the easiest and most cost effective ways to improve the competitiveness of our businesses, reduce energy costs and combat climate change, especially while we are meeting the challenge of organiz ing a carbon-neutral FIFA World Cup in 2022. By 2017, we want to reduce overall growth in the con-

to be the crème de la crème for much longer?

more than seventy companies.

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Energy infrastructure in Qatar

Country: Qatar

Capital: Doha

Surface/Area: 11,586 km²

Currency: Riyal (QAR)

Official language: Arabic

Population: 2.3 million inhabitants

A DWARF AMONG

Oatar discovered

its first crude oil

reserve in 1939, just

83 km from Doha, in

Dukhan, on the west

coast, Later, other

fields were found

on the east coast

seabed. As a member

of the OPEC, it ranks

9th for its oil reserves,

countries making up

among the twelve

the organization.

THE CROWN JEWEL

Qatar Petroleum (QP), a 100% government owned

corporation was founded in 1974. It contributed

60% to Oatar's GDP in 2014, which was approx-

imately €180,000 billion. The firm is responsible

for the exploration, production, transportation,

storage, marketing and sales of Liquefied Natural

Gas (LNG) and GTL—natural gas transformed into

liquid fuel—as well as petrochemical products and

other derivatives. QP participates in and control

GIANTS

-A: Qatar has spent decades building its business to reach the summit of global LNG supply, to reinforce its position as the world LNG capital and to become the world's largest exporter. It has earned its reputation as a reliable and flexible partner with co-investors and buyers, covering the entire supply chain: field minals in major world markets on time with competitive prices.

The US, with the non-conventional energy revolution of oil gas shale, Australia and its LNG projects and to a lesser degree the emerging industries of East Africa are set to become

tensive and have a high gestation the technique seems unprofitable, the latest hot spots and possiperiod. In the current scope and and thus eliminates a future rival

2012

Al-Thani abdicates in favor of his son Tamin Bin Hamad Al-Thani. Foreign

policies are maintained, although the new Sheikh opinions. pushes for a price cut.

Minister of Foreign Affairs, Mohamed Al Rumaihi, visits Spain.

2008

Industry visits Spain.

offload the 140, 000 m³

2010

docks in Bilbao. The tanker sign a multi-annual agreement by which the latter will supply Repsol Energy Canada Ltd. with LNG. Transportation to the Repsol CanadaportTM regasification terminal was undertaken using QMax and Q-Flex tankers. CanadaportTM is one of the few terminals at the

Repsol and Qatargas

Qatar Hamad Bin Khalifa Al- Thani and his wife Sheikha Mozah.

where **Repsol** owns a 30% stake—and **Qatargas** initiate arbitration process regarding the price of gas delivered to Spain. The Qatari firm seeks an increase while Spain

2013

reaches a supply agreement with Qatargas Jaime García-Legaz, Secretary of State for Commerce and Pedro Argüelles, Secretary of State for Defense visit Qatar in February & In April, Oatar's Assistant

2014

Warming up with gas from Qatar

Spain has been purchasing gas from the emirate for the past 17 years

to its own sources, was Qatargas' (Qatar Liquefied Gas Co. Ltd) first European client. In 1997, both firms signed an initial, short-term contract that was renewed until 2001.

2001

Qatargas signed two medium-term contracts metric tons of liquefied

2003

a 20-year agreement with **Qatargas** extend their Endesa to supply 0.8 million tons of LNG per annum.

current contract from 2001 until 2012 and sign an additional contract to gas until 2007 and 2009. October: King Juan Carlos purchase 2 bn m³ of LNG & Queen Sofía of Spain travel to Qatar.

per annum over the next 20 years. Spain opens its Embassy in Doha: Oatar inaugurates its Embassy in Madrid.

2004

The Emir Hamad Bin Khalifa Al-Thani visits

deliveries to Endesa.

Nasser, the Emir of Qatar's second wife, visits Spain on January 15-16, 2008 to participate in the first forum for the Alliance of Civilizations. Mohammed Al-Sada, Minister of Energy and

2009

was named in honor of the Sheikha. It is the first Q-Max that Qatar launches. Only two of its five takes were full; enough to cover 70% of the gas consumed in the Basque Country in one year. After a 21-day sail, it took another 14 hours to

global level where these

super-tankers can dock.

2011

February 27-28: Jose Luis Rodríguez Zapatero, Spain's Primer Minister April 25-27: State visit to Spain of the Emir of

nation's conservative Khalid Al Attiyah, Minister of Foreign Affairs of the State of Qatar travels to

ABDULRAHMAN ALI AL-ABDULLA, CEO OF MUNTAJAT

«When it comes to business, it is the law of supply and demand that does the talking»

Qatar continues to invest and Muntajat is but an example of a \$100 million (€83 million) investment to market, sell and distribute the country's chemical and petrochemical products to the global market

Founded back in 2012, Muntajat is about to make the transition that will concentrate 10 million tons of chemical products, polymers and fertilizers per annum under a single arm. The government plans to duplicate that amount by 2023 and with that in mind, it has invested \$20 bn million (€16,5 bn). CEO Abdulrahman Ali- Al-Abdulla is an expert in marketing; he earned a degree in the field from the University of Denver, Colorado, and among other positions, he spent twelve years as head of the commercial and marketing management of QA-PCO (Qatar Petrochemical Company). He dominates the scene. He facilitates no figures regarding income or profit margins-nothing new among Qatari state-owned firms that are not listed on the stock market but he mentions that for the first year of business, the turnover surpassed all expectations. Muntaiat has opened fifteen international offices catering to 120 companies. «In China and India, Muntajat is a major player in the polymer and chemical product sector», states Mr. Al-Abdulla. «And in Australia, the US and Brazil an important shareholder in the fertilizer in-

-QUESTION: You recently inaugurated your marketing headguarters in the Netherlands, undoubtedly a logistics hub in Europe; nevertheless, most

«Do you really think we don't like high prices? Our mandate from the State of **Qatar** is to maximize profits. If you had a business, would you lower prices?»

world's petrochemical capital? this sense? **-ANSWER:** We are probably **-A:** Muntajat represents the last to arrive in The Hague. a paradigm shift in Qatar's pet-All the big names are there; Ar- rochemical organization and opamco, Shell... In our case, the erations. By consolidating displanning committee assessed tribution and marketing efforts five countries. Its reputation and of the country's companies, we strategic location; its proximi- are optimizing resources, maxty to the ports of Rotterdam and imizing efficiency and offering opposite. It is the supply Antwerp as well as the Schiphol clients faster services whilst imairport; and an open and in- proving pre and post sales custernational labor environment tomer service. With this, we will **the prices**» made it attractive. Likewise, we reduce delivery times and de-



received major support from Dutch authorities. They really made the extra effort; they came to Qatar and facilitated the process. This helped in making the final decision.

-O: Shall we learn from them? -A: We considered Spain but to be honest, English is a disadvantage; hiring staff that dominates English is complicated. Spanish is becoming the second most spoken language in the world. but behind English.

-Q: The five largest polymer companies in the world bet on portfolio. The Dutch affiliate will That is not a new theory. of your sales are in Asia. Why innovation and the development present them to customers and -A: People talk, the media talks, gic country as one of largest Euthe Netherlands? And why The of new products as their main, this will facilitate the communi- but when it comes to business. Hague when Rotterdam is the strategy. What are you doing in cation process. It is essential that it is the law of supply and de- We sell LDPE, LLPDE, melamine

centralize distribution thanks to an international network of

Dutch affiliates

We are prepared for competition. What would life be without it? No doubt it would be boring! We like competition because it helps you be more creative and develop your talent, you are more efficient and professional. Qatar is developing new, specialized chemical and petrochemical products to distinguish us from others. Muntajat will integrate these products into the

«A liter of bottled of water in Europe is more expensive than a liter of gasoline in Oatar. In Spain, it is just the and demand that dictates

and requirements. We are also seeking to open new warehouse facilities so that deliveries can be made as quickly as possible.

-Q: To what extent are you concerned with the so-called new era of energy abundance and the production increase coming from the recently discovered shale gas?

-A: It is a hot topic for everyone, not only for Qatar and Muntajat. Global energy markets are changing, especially in North America. It is a challenge, but Gulf producers will be the last to feel the negative impact. We are

«We considered Spain to establish our world marketing office, but to be honest, English is a disadvantage; hiring staff that dominates English is complicated. Spanish is becoming the second most spoken language in the world, but behind English»

large scale integrated gas producers. Shale gas is changing the chemical and petrochemical map, but remember that falling crude oil prices below fifty US dollars means that those projects in the US will have to be reviewed and reconsidered if the price continues to drop. The OPEC does not control crude oil prices. Prices are determined by supply and demand. The OPEC only plays a role in that equation. -Q: However, as producers, you can play within downward price

movements and thus contribute to increasing investment capirations are no longer attractive.

we understand customer needs mand that does the talking. Do and HDPE for Spanish customyou really think we don't like ers. Nevertheless, the important high prices? Our mandate from increase of import duties apthe State of Qatar is to maximize plied to polymers and fertilizers profits. If you had a business, this past fall—as we are considwould you lower your prices? ered a rich region— will impact Look at this bottle of water—as on the end consumer in Spain. the interviewee takes some wa- Producers will notice it, the agter bottled in Europe into his ribusiness industry will feel it hand—a liter of this water is and no doubt, when I travel to more expensive than a liter of Spain with my family and we go gasoline. In your country, it is to a restaurant, my wallet will just the opposite. Once again, it feel it too.

«What would life be without competition? No doubt it would be boring! We like competition because it helps you to be more creative and develop your talent, you are more efficient and professional»

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is the supply and demand that is talking and the structure of each country. In Spain, the cost of hydrocarbons includes a percentage of taxes that the government receives therefore quaranteeing services for its citizens

-Q: So, is or isn't shale gas a concern for the position you hold as CEO of Muntajat?

-A: We are not worried, but we must be prepared to continue being a reliable and credible supplier. The government has the capacity and will invest billions of dollars in the next few decades to expand our chemical and petrochemical sector. We have more projects, an extensive product portfolio and we will show that Qatar is very competitive in production terms. We are currently building up the knowhow and our marketing capacity to face future competition

-Q: To what extent is Latin America important for your product portfolio?

-A: It is one of the fastest growing markets and it is key when it comes to polymers, mainly tilizers. More specifically we are interested in Brazil as it is one of ers, especially urea

-Q: Qatar is Spain's third largest supplier for LNG. Where does the Spanish market lie when it tal being so high that gas explo- comes to chemical and petrochemical products?

Qatar explores new alliances with several international oil and gas companies

Nasser Al-Jaidah, CEO of QP International, Qatar Petroleum's foreign investment arm, believes that Spanish companies are in a position to do a lot for the development of Qatar

In Qatar, it is said that if anyone knows anything about oil and gas, that person it's Nasser Al-Jaidah. Equally, he can be counted on when it comes to cooperating within the sector. He joined Qatar Petroleum (QP) at the end of the 1970s. A graduate of Geology and Petroleum Engineering, he is CEO of QP International (QPI), a 100% subsidiary of QP and the international investments arm for oil and gas abroad in upstream and downstream projects.

Talking about agreements that Qatar has with such Spanish firms as Endesa, Gas Natural Fenosa and Repsol, Mr. Al Jaidah states that «the presence of Qatar in Spain is quite obvious in the petrochemical sector». A number of agreements have been signed between Qatari and Spanish firms and he considers «the Spanish can help further the development in Qatar because of their competitiveness and global reputation».



A billion dollar deal to access

The company's latest acquisi-

«Parque Das Conchas is our first investment in South America and further evidence of **QPI's commitment to** diversified global upstream investments»

das Conchas project in Brazilfor about \$1 billion. «This is our first investment in South America and further evidence of QPI's commitment to diversified global upstream investments», states Mr. Al Jaidah

In the United States, QPI is also co-owner, together with ExxonMobile and ConocoPhillips of the Golden Pass LNG regasification terminal in Sabine Pass, Texas. «It is among the largest LNG facilities in the tion was in January of 2014 -a world», he assures. It can ac-23% stake from Shell's Parque commodate up to 15.6 million

Qatari partners outside Qatar Through QPI, Qatar liaises with partners who meet the requirement of being strong technologically as resources». well as financially, and they enable new markets entry. Since 2007 OPI has secured a multibillion dollar portfolio within the UK, Italy, Greece, USA, Canada, Singapore, Vietnam, China, Egypt, Democratic

model and collaborative working relationship with its partners». So far, these are: **EXXONMOBIL** SHELL CONOCOPHILLIPS CENTRICA **PETRO CHINA GEK TERNA & QENERGY EUROPE**

PETRO VIETNAM

SCG CHEMICALS

Republic of Congo and Brazil.

According to Mr. Al-Jaidah, QPI's

success is «directly attributed

to the values of its business

metric ton per year. «As such, it continues to be a critical asset to the US energy industry despite recent abundance of domestic

The facility maintains all authorizations, operational capabilities and a ready to receive status, «serving as a safety valve for 'U.S. energy security, in the event of any market disruptions». In the United Kingdom, QPI is a co-owner, together with ExxonMobil and Total, of South Hook LNG. It is the largest of such terminals in Europe and is able to regasify 20% of Great Britain's LNG consumption

QPI and ExxonMobil also have a joint-venture in Italy, together with Edison, in the northern Adriatic Sea. According to Mr.Al Jaidah, «QPI is actively pursuing opportunities to enhance its portfolio diversification, leverage partnership with international oil companies an enter foreign markets».

SAAD AL-KUWARI, TASWEEQ CEO

«We are a reliable energy supplier with a stable, quality production»

«I share the opinion of the Qatar Minister of Energy and Industry when he emphasizes that the best way to strengthen the Qatari energy sector is to build strong, long-lasting relationships with leading companies such as ExxonMobil and ConocoPhillips, both from the US. Our country's success, when it comes to oil and gas, would not have been possible without the experience and know-how of our partners». These are the words of Saad Al-Kuwari, Tasweeq CEO. The 100% state-owned company was founded in 2007; it centralizes marketing and export of liquefied petroleum gas ing markets such as India with (LPG), refined, condensed and oil and GTL (Gas to liquids). Act the east of the Suez Canal, precording to Al-Kuwari, being a dominantly in Asia where Tas-

«Our country's success, when it comes to oil and gas, would not have been possible without the experience and know-how of our partners»

leading exporter of such goods is not an easy role to play. «Despite the difficulties, we have met our sales plan; 2014 was a successful year as we diversified our customer portfolio and increased our position in emerg-LPG» he explains. «»Today 95%

weeq is making the most of the new opportunities created by growth in industrial production and an improved standard of living. Our ties with our Asian customers come from afar. On the other hand, our sales to Europe are very limited», he clarifies. Except the occasional sale of sulfide to Brazil, the company exports very little to Latin America «because distance, in logistic terms, is a disadvantage». Nevertheless, Mr. Al-Kuwari has no doubt they will find synergies with the Latin American market, especially in the crude oil product sector. «We encourage Latin American companies to diversify their imports including Tasweeg in their sulfide products as well as crude of our sales are concentrated to portfolio, a reliable energy supplier with a stable, quality pro-

Looking to attract Spanish partners to Qatar

worked hand-in-hand with a numtion of infrastructures. We are providing local supports.

Almana is one of the main pri- ber of suppliers from Spain, in- participating in the stadiums, the vate groups in the emirate, and cluding Técnicas Reunidas and port, the National Water Safety like its peers they are anxious to Tubacex. «Spanish firms work well Program... we are the ideal partcontinue expanding their influ- and have a good reputation. The ner for them», states Ali Al-Khater, ence throughout the country's challenge in Qatar is to under- General Manager of the Oil & Gas economic fabric. For decades, stand the ins and outs of the mar- Division of Almana Group. What they have been involved in the deket. In addition to oil and gas, we advice would you give them in Qavelopment of infrastructures for are well diversified. Now, we are tar? «Concentrate on what you the hydrocarbon sector, and have greatly involved in the construc- know best and we will take care of



Construction in and around Qatar

In 2014, Spain's infrastructure companies broke all records upon landing in Qatar by signing projects worth €2.7 billion. The sector demands greater institutional presence in the emirate

ast fall, a senior executive visiting Doha whispered ■that of late, doing business with Oatar was frowned upon: however, strolling around Doha is enough to verify that the entire world has economic ties with the emirate. People are talking about the infrastructure sector and Spain is no exception. Since 2003 when Isolux won a tender to build an initial sub-station, Spanish firms have been granted projects worth some €9.6 bn. Half of these in the past two years, and despite the competition that is «furiously lurking around the corner», as some declare. Others talk of «fratricide» fighting, even among Spaniards. The world's best engineering firms—including those from Spain—are building in Qatar. Names such as Atkins, Parsons, Jacobs, WorleyParsons, Fluor, AECOM, SENER appear on the billboards of the major projects underway. Others such as Acciona Ingeniería are there, but try to go unnoticed. And beside them the major, world-class and regional construction companies: HLG, an subsidiary of ACS, ODVC, joint-venture between Qatari Diar and Vinci, Skanska, Hyundai, FCC, Samsung, Bechtel, OHL, Sacvr. Urbacom, Binladin, Arabtec, MidMac...Also, there is a place for smaller companies such as Ceinsa, Grupo Puentes y Calzadas, Collosa and Harinsa Oatar. The trajectory of this latter—a subsidiary of Ecisa from Alicante—has been one of the most successful in the emirate and Oatar is already its first market in terms of turnover. Last November, Ecisa announced that Al-Alfia Holdings, a group linked to the Royal Qatari family, had purchased a 25% stake in the Spanish holding company. The new partnership would facilitate the expansion of their activities in the oil and gas

sector.

Infrastructure contracts awarded to spanish companies in Qatar (2003-2014)

		HLG (Grupo ACS)	Client	IVIIII. E	Delivery
1	N/A	Dubai Doha Tower	Sama Dubai (formerly Dubai Properties)	282	N/A
2	2005	Doha City Center - (5 hotels, 3 of them pending delivery)	Al Faisal Holding	238	2014
3	2006	Al Shaqab Equestrian Academy	Qatar Foundation	585	2013
4	2007	Al Dareen Tower	Al Jazi Real Estate	34	2012
5	2008	Al Faisal Tower	Qatar Islamic Bank	50	2012
_6	2008	Arwa Tower	Al Jazi Real Estate	35	2014
7	2009	Traders Doha - Hotel and apartments	Al Jazi Real Estate	60	2013
8	2009	Reservoirs and pumping stations at Duhail and Umm Qarn	Kahramaa	147	2013
9				13	2012
	2010	New Shahaniya reservoirs and Shahaniya and Dukkan RPS's upgrade	Kahramaa		
_10	2011	North Gate Mall and office buildings	North Gate WLL	212	2015
11	2012	People Mover System in Education City	Qatar Foundation	91	2015
12	2012	Reservoirs at Al Duhail and Umm Qarn	Kahramaa	64	2014
13	2012	Reservoirs and pumping stations at Al Kaaban	Kahramaa	19	2014
14	2014	New Orbital Highway & truck route Al Mesaieed to Salwa Road (*)	Ashghal	1,230	2017
15	2014	128 km of large diameter water pipelines and fibre optic ducts in suburban Doha	Kahramaa	234	2016
		(*) In alliance with Al Jaber Engineering	Total	3,294	
	Start		Client	Mill. €	Delivery
4.0					
16	2008	Sidra Medical and Research Center. 95% concluded. In arbitration process (*)	Qatar Foundation	2,000	N/A
17	2013	Major stations in Education City and Msherieb (**)	Qatar Rail	1,100	2019
		(*) In alliance with Contrack (**) In consortium with Samsung and Oatar Building Company	Total	3,100	
	Start	IBERDROLA	Client	Mill. €	Delivery
10					
18	2009	2000 MW combined cycle gas power plant in Mesaieed	Mesaieed Power Co.	1,189	N/A
			Total	1,189	
	Start	FCC	Client	Mill. €	Delivery
19		13 km of streets in Barzan Military Camp, Al Wajba (*)	PEO	40	2014
20	2013	Two pedestrians bridges in Lusail City (*)	LREDC	28	2015
21	2014	A section of Doha Metro - Red line (**)	Qatar Rail	506	2019
22	2015	Design, build and management of sewerage system in Al Dhakhira, for 10 years (***)	Ashghal	300	N/A
	2010		/ toriginal		11,71
		(*) En alliance with Petroserv (**) In consortium with Archidoron, Yüksel & Petroserv	Total	874	
		(***) FCC Aqualia in consortium with Hyundai			
	Start	ECISA HARINSA (*)	Client	Mill. €	Delivery
23	2008	ABM Military College	PEO	37	2010
24		Tracks and military training camp for ABM Military College	PEO	10	2009
25	2008	Bilal Plaza	Sheikhh Nasser bin Abdullah al Thani	6	2010
26	2011	MV2 Data base	Qatar Foundation	67	2014
27	2011	MV3 Data base	Qatar Foundation	23	2013
28	2011	Bin Samikh Tower	Doha Islamic Bank y Tamiyat Real Estate	57	2014
_29	2013	Waldorf Astoria Hotel	Saad Mohammed Fahad Buzwair	85	2016
30	2013	Workers camp and logistic center - vehicle maintenance	Sheikhh Nasser bin Abdullah al Thani	40	2015
31	2013	Completion of three towers in Viva Bahriya (The Pearl)	The Land Company	103	2016
32	2014	Completion of Tower 16 in Porto Arabia (The Pearl)	The Land Company	16	2015
			· · ·		
_33	2014	Completion of Tower 10 in Porto Arabia (The Pearl)	The Land Company	8	2015
34	2014	Completion of Tower 2 in Porto Arabia (The Pearl)	The Land Company	8	2015
35	2014	JW Marriott Hotel	Daphne Hotels Company	200	2017
		(*) Qatari sponsor: Khaled Sultan Al Marzougi. Qatari Al Alfia Holding owns 25% of Ecisa	Total	660	
	C11				D. I'.
		ISOLUX CORSAN	Client	Mill. €	Delivery
36	2003	Transmission Network Reinforcement Works and Replacement of Leaking Oil Filled Cables	N/A	40	N/A
37	2008	Qatar Power Transimission System Expansion Phase VIII 66 kV substations	Kahramaa	128	N/A
	Start	SACYR	Client	Mill. €	Delivery
20					
38	2013		Ashghal	70	2014
39	2014	20 km of local roads and infrastructure in Al Khessa, Al Dayeen (*)	Ashghal	65	2015
		(*) In alliance with Combined Group Company	Total	135	
	Start	COLLOSA	Client	Mill. €	Delivery
40					
_40	2013	Villas, bus parkings facilities, accommodation building & storage area (*)	Mowasalat and others	34.5	2013-17
41	2015	Construction of basement, ground floor and 1st floor. Ain Khalid Bus station	Mowasalat	37.5	2017
		(*) Several projects for different clients	Total	72	
	Chart	GRUPO PUENTES			Dollar
			Client	Mill. €	Delivery
42	2014	24 km of streets (12-30 m width) and infrastructure of North part of New Slata	Ashghal	65	2016
			Total	65	
	Start	CEINSA	Client	Mill. €	Delivery
12		Yacht Club in Lusail City (*)	LREDC	19.3	-
43	2014				2016
		(*) In alliance with Al Jaber Engineering	Total	19.3	
	Start	GRUPO TERRATEST (*)	Client	Mill. €	Delivery
44	2012	Microtunneling for refurbishing pumping station . Phase 8	Ashghal	0.225	2012
45	2013	Microtunneling for pipe routing PCK-E9 in Ras Laffan and further extension	Gasal	0.428	2014
46	2013	Microtunneling for Al Khor sewerage extension CP-707	Ashghal	1.8	2015
47	2014	Microtunneling for upgrading of Mesaieed Town RPS - GTC 444/2011	Kahramaa	0.158	2015
48	2014	Microtunneling for Al Kheesa North & East Package 01	Ashghal	0.449	2015
49	2014	Microtunneling for third party interconnection facilities in Ras Laffan	Dolphin Energy	0.404	2014
50	2015	Microtunneling for pumping stations PS-16N in Doha	Ashghal	4.45	2016
		(*) Subcontractor	Total	7.914	
	Start	SENER	Client	Mill. €	Delivery
F-1					
51	2010	Independent checker and site supervision in the LRT, Lusail City (*)	QDVC	374(*)	2016
		(*) Total value of current works awarded to QDVC. Not added to the grand total	Total	374	
			GRAND TOTAL	9,584.2	

A single message

«Given the volume of business

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controlled by Spanish firms, we Peninsula are surprised at the indeserve more institutional visits of the Royal Family, Prime ture. Minister and ministers to Qatar», claims Francisco Garrote, president of the Spanish Business Council (SBC), the association of Spanish companies doing business in Oatar. Not all of them are members of the council, but most are. Garrote expresses the feeling shared by many. «We would need the opening of a commercial office. Even Oman. with less business, has one; here we still depend on Dubai!» Remi examples; the service sector and Rowhani, Managing Director of construction subcontractors. Qatar Chamber, backs this the- «But to be taken into account, ory and states it every time the make sure you create a joint-venexisting trade deficit between Spain and the emirate is laid on latter needs the experience and the table, mainly due to Span- can open doors for the most adish import of Liquefied Natural Gas (LNG) from Qatar. «Each time someone mentions this to that although the government's me I throw the ball back into his intentions are good, this 51%court. Spain needs to be very ac- 49% system makes the Qataris tive in Qatar and it is not. We are here to serve you. Organize their advice is to follow recoma Spain-Qatar forum and cultural events, send commercial delegations, we will organize rate Officer of Redco, belonging their meetings with the Qataris to Grupo Almana, one of the five and send our own delegations to Spain. In most parts of the world, you have to walk; in Qatar you have to run. People ring my doorbell every day», assures Javier Villahermosa, Responsible Rowhani. «Take Germany and its monthly delegations to our coun-



try as an example. They push and

Remi Rowhani, GM at Qatar Chamber.

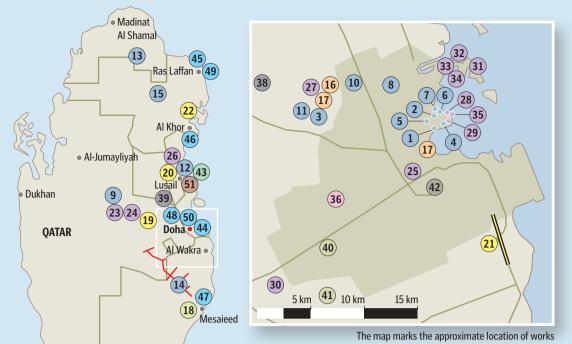
architect from Bilbao working for Deutsche Bahn in Oatar Rail also believes this. «Spanish companies that have landed here are very brave. Support provided to them is minimum compared to what the German Chamber of Commerce offers its business network in Qatar».

The King's frustrated attempts Near the end of 2013, King Juan Carlos and the Emir agreed to hold an Economic Forum in Spain, just like Qatar had done in Great Britain, Germany or the US. «We were told to get ready for it, but for some reason yet unknown it was postponed and then finally cancelled», Rowhani explains. Last May and June, just before he abdicated, the King went on an official visit to the Gulf Cooperation Council countries. He fulfilled all the announced trips - Oman, Arab Emirates, Saudi Arabia, Kuwait and Bahrain - except Qatar.

Better with friends than alone In 2013, forty thousand companies were registered in Qatar, double the 2011 amount. "Do you think that they are all hani to trash the myth that Oatar is only for the big boys. According to him, there are sectors that desperately need the Spanture with a Oatari company. The ministrative aspects». Spanish firms react on the side, stating mere commission agents. But mendations. According to David Guilabert, Group Chief Corpo-

Nobody seems to know why, but those who work on the Arabian sensitivity shown to the Arab cul-

Geographic distribution of the works of spanish companies in Qatar



In 2013, 40,000 companies were registered in Qatar, double the 2011 amount: most of which were SMEs

most diversified private groups and research, health and sports. local partner is. Here, not only

in the emirate, «the first question In this region, that puts them in they ask you in Oatar is who your the lead». One last piece of advice from Rowhani? «Remember vou do you have to develop the con- are coming to a foreign country. struction sector, but three areas Unfortunately, in many cases, this their neighbors lack; education is grossly overlooked».

the first Spanish engineer registered in Oa-

HEARD IN OATAR

for Middle East and North Africa, Grupo Puentes y Calzadas «It's getting late to come to Qatar... If it's not too late already»

pregualified within their program for local roads in the category assigned to joint-ventures between Qatari and international companies where the contract volumes are between €50 and €200 million. It took us two years after setting up our office in the emirate. No maior Spanish public works construction company has done it in less than a year or a year and a half. I think it's getting late to come to Qatar... if it's not too late already. One of the rigmaroles is contracting foreign labour force. Once the contract has been awarded – and considering there is no unemployment in Qatar - the company has to request a determined number of visas as well as their nationality from the Ministry of Labor and Social Affairs. It is not easy getting what you ask for. You can negotiate with the civil servants but Qatar's foreign policy prevails over your requirements. In the sector, we all know it's complicated employing Indians, for example; it is the erous nationality in Qatar and they try to avoid saturation. Once the «If you look at the pictures from the number of visas has been confirmed, you 1960s, Doha was the size of Segovia, wi- «There is a concept in Qatar that we are the possibility of working on the Iberian Pecan start the hiring process either throuthout its wonders; some fortifications, the not used to in Spain; these are the low-ninsula and who look for a future abroad: gh an employment agency or directly in British Governor's building and the seafront cost engineering companies. Up until now, and although it is a good experience it is the countries they have assigned. Wa- boardwalk—Corniche—that was a fisher- the Anglo-Saxons had no competition in a not necessarily what one would have choges? Bearing in mind that there is no mi- man wharf with a few scattered houses. market that was part of their scope of in- sen. There are terrible situations for archinimum wage the market dictates sala- There was no architecture, no city. Doha is fluence (old British protectorate); top level tects between 40-50 years of age with ries. I don't want to be insensitive on this discouraging because it is so car oriented, engineering firms have only recently arrifamilies who have no other option... very issue. For our European mentality they it continues to grow and is about to collapved and this has forced them to restrucvaluable architects at the age of 50 in comare very low, but what the workers receise. This also means that the subway that ture their costs by contracting engineers plicated situations. That destroys a nation. ve is well above the wages in their counwe are designing in Doha is a necessary from Southeast Asia, who are less expenThe experience in other countries has to be

David Quintanilla, Accounts Manager in DBC «There are many opportunities for small and medium sized companies with know-how in

«In 2014, we were awarded out first contract, valued at €65 million, from «The infrastructure sector makes the Ashghal, the equivalent to the Qatamost noise in Qatar. There is an imporri Ministry of Public Works. We are also tant call effect and there is a lot of competition. Approximately 250,000 expats live in the emirate and they enjoy an important income per capita. That population segment is growing very fast. Soon it will reach 400.000 and all types of services are needed. There is ample space for small and medium sized European companies with special know-how in auxiliary serty, education, events; from gala dinners to campuses for children. Every day I see how European companies with 30-50 employees arrive in Qatar. The commercial delegations from countries with which we work like Austria, Great Britain, Canada or Argen tina are constant. I don't see a parallel activity with Spain and Spain could compete perfectly. What will they achieve here? In a short period, reaching a higher turnover in Qatar than in their own country».

> Agustín Arizti, Senior Architect at DB International, in Qatar Rail

llion dollar question. Generations of Qataris will need time. I've seen it in Bilbao, also a small city with everything at hand. The average European city is a model to follow: self-sufficient, well connected thanks to public transport and making sure that buses and underground are complementary. Doha is made up of a set of neighborhoods like «islands» that can only be reached by car. The Doha Metro will bring the urban fabric together to join and connect a divided city. It will be a safe, timely and com-

«Doha is made up of a set of neighborhoods like 'islands' that can only be reached by car. The Doha Metro will bring the urban fabric together to join and connect a divided city. It will be a safe, timely and comfortable system».

Jaime López Calderón, Local Coordinator for SENER, independent checker on the Lusail LRT (Light Rail Southeast Asian engineering to

allows them to maintain their families». ther or not the Qataris will use it is a mi-structure», explains Jaime López Calderón, tainable economic growth».

tar. It was two years ago. «I remember it as a very hard task: it took more than six months, as there are no similarities, whether in training or qualifications between tar qualifications must be recognized by the Supreme Education Council (SEC), the highest education authority in the country. SEC requires that the degree be issued by a university of international prestige. Neither the Barcelona School of Engineers—where I graduated—nor the Madrid Politechnical University were recognised at all. How did we achieve that acknowledgement? By chance; a global Top 500 universities publication issued by an American media group ranked the School of Civil Engineering as number 48. This helped a lot. The Barcelona Demarcation, the School of Civil Engineers as well as the Barcelona School vere essential to obtain the documents required by the Qatari Government. These processes as well as the documents generated have been very useful for later registrations for Spanish engineers in Qatar.

Elbio Gómez, Director at Chapman Taylor

An architect's opinion

«My message is for politicians who have the capacity to influence the future in the labor market. I have spent many years many young people who will never have try of origin in Asia. Immigrating to Qatar infrastructure for the Qatari society. Whe-

«There are no bargains in Qatar»

Jaime Martínez Martín, General Manager of Grupo Terratest in Qatar, warns about the risk of arriving at the emirate with expectations that are far from realistic regarding deadlines and efforts needed to succeed

«Here, opportunities require an annual investment of €400,000 office in Doha, away from glamto allow to maintain a minimum office infrastructure and staff. There are no bargains in Oatar», warns Jaime Martínez Martín. General Manager of Terratest, the cember of 2010 FIFA confirmed only subcontractor from Spain in the emirate, specializing in the fields. «The market has no confidence in newcomers. I have seen companies come and go because pumping stations. As it grows, so he admits that when a client apthey have failed to assess the time does its need for equipment and preciates a company it is then that

ourous skylines that identify this capital. They set up shop in Oatar the event, it was time for them to move in. Now, most of the company's efforts focus on Ashghal staff. «We have three tunnel bor-That is a waste of money», he exing machines. In a few months

plains while sitting in his modest we will bring in another five. We will need more engineers with at least 10 years experience. There are places in Oatar where mis-Cup was granted. When in De- the manager. For example? «Ras Laffan», an industrial city just 80 km north of Doha, the heart of Oatar's gas industry, managed by Oatar Petroleum. «Attaining road and drainage programs as work takes time and profits even well as the mega reservoirs and more», explains Mr. Martinez, but price competition is no longer key in the negotiation.



Jaime Martínez Martín.

The intestines of Qatar

IDRIS —a €2.3 billion program to provide a long-term wastewater treatment solution to Doha and other cities—is one of the many projects with opportunities for the sector. It all began in 2012 and must conclude by 2019. Among the tasks at hand is a 40 km tunnel of deep main trunk sewer and possibilities in the region.

That is a waste of money» over 70 km of lateral interceptor sewers, as well as more than 70 km of treated sewage effluent re-

IÑIGO SATRÚSTEGUI, O AIR GLOBAL GENERAL MANAGER

«When you are unaware of the problem, it is difficult to sell the solution»

The high level of pollution in Qatar opens the gates for a Spanish firm, as is the case of Aire Limpio

doors. In Oatar, it reaches 98%.

«According to the

Environmental Protection

Agency, 95% of our time is

spent indoors. In Qatar, it

The World Health Organization (WHO) estimates that there are seven million deaths a vear due to atmospheric pollution. In 2014 Oatar was ranked as one of the countries on earth with the most polluted air as it has some of the highest levels of PM2.5 particles. Such levels are extremely detrimental for health due to its capacity to penetrate the airway passages of the respiratory system.

Iñigo Satrústegui, General Manager of Q Air Global –Qatari partner of the Madrid-based Aire Limpio- is specialized in environmental air quality and he assures that indoor air pollution can be five times higher than outdoor air. «It is all due to a variety of substances from construction materials and air conditioning systems, paint, varnishes, air fresheners that mask the odor, but are pollutants... That is what we are breathing. The good news is that it can all be treated». His job in Qatar is two-fold: obtain contracts and educate customers regarding the repercussions ing, it is obvious that there is leethat air quality has on people's way and market for improve- a growing market that includes health. «When one is unaware of ment». Several contracts arose, the hospital sector and soccer stathe problem, it is difficult to sell and Petrosery became the main the solution».

Importing business to Qatar In 2011, the Sheikh and own-

er of Petroserv, the Qatari construction company that in 2014 acquired Harinsa—subsidary in Qatar of Alicante-based Ecisa—expressed interest in Aire Limpio. According to Juan Manuel Cadenas, Petroserv CEO, the idea is to have a diversified group and make it grow in sales. reaches 98%» «Now, the group has a turnover

«Indoor air pollution can be five times higher than outdoor air pollution»

buildings are subject to annu-

al air quality verification and the

laws regarding technical instalations have very demanding reguirements. Qatar has none of this». To facilitate it, he encour-Íñigo Satrústegui. aged the authorities to create the Health Buildings Interest Group. of approximately €100 million and we will end 2014 with a portthe vice-president being the Difolio of about €230 million». The rector of Environmental Health Sheikh wanted a member of Aire at Qatar Foundation (QF). From Limpio management board to be there a dozen companies are the one to set it all up in Qatar and Satrústegui, who had been working in the firm for 12 years of adequate quidelines. volunteered. «According to the Environmental Protection Agency, 95% of our time is spent in-

air quality, the public sector has er, but to implement solutions, it is the private sector with whom If in addition to that you add the dependency upon air-conditiondiums. «A hospital has the same shareholder. Advancing is far contamination sources as any from easy. «In Qatar, there is no other building as well as an adlegislation with regards to our ditional source: the patients. The business. In Spain, commercial risk of suffering a nosocomial infection exists; it is acquired by patients in the hospital due to insufficiently sterilized air. In Spain, we have sterilized more than 400 rooms in 60 hospitals.... Despite the difficulties we have faced to move forward, -only in the last quarter we reached the break-

even point—we are here to stay

and expand in the region».

«These seven years prior Qatar for 15 years. He is the President of the Spanish Business Council (SBC) and partner of Seattle Trading & Contracting, the first Spanish firm registered in Qatar back in 1998. It offers a number of services, including consultancy, human resources and real es-



this past fall, Garrote presides then».

As a representative of Span- en years prior to the 2022 FIFA

confidence in newcomers. I have seen companies come and go because they have

failed to assess the time and

effort necessary to mature.

QATAR | SATURDAY, JANUARY 17, 2015 | EL ECONOMISTA

«The market has no

turn mains and pump stations.

From Catar Terratest is scouting out the Arab horizon. The company that was recently purchased by a venture capital fund, owned by the owner of the Detroit high-flying goals: «depending on a single country means that vou are exposed to market fluctuations», remarks Mr. Martínez That is why he is studying future

FRANCISCO GARROTE, PRESIDENT OF THE SPANISH **BUSINESS COUNCIL (SBC)**

«In Qatar, the real boom starts now»

Francisco Garrote has been in tate. «We lost money the first three years. The boom in Qatar and the fruits (of our work) are

the SBC: «we want to become a greater influence and lobbying capacity. Qatar likes to move with institutions. We achieve importance under the sponsorship

to the 2022 FIFA World Cup

will be an impressive race»



ish firms such as Navantia, they World Cup will be an impressive have created joint-ventures to race. The largest projects have submit bids to tenders. Over been assigned, but there is still a the years, they have participat- lot to do. For example, Ashghal, ed in tenders worth €6 billion Qatar's Public Works authority, and they have been awarded has almost 80% of the planning €1.5 billion in projects. The first still pending; the horizon is not of these was in 2003 when Isolux 2022 but 2030, in line with the was granted its first substa- Qatar National Vision (QNV), to tion for \$40 million (US). Since become an advanced nation by

HENDRIK MEIMA, CEO OF CEINSA CONSTRUCTION WLL

QATAR | SATURDAY, JANUARY 17, 2015 | EL ECONOMISTA

«Qatar is a country of joint-ventures»

Upon being awarded the contract to build the Yacht Club in Lusail City, Ceinsa has become the fourth Spanish company to be involved in the development of this 35,000 million euro metropolis, Qatari Diar's flagship and natural extension of the Qatari capital

In mid-November of 2014, at the Ceinsa office in Doha, located in the popular Palm Tower in West Bay, an air of nervousness was easily felt. One could see the typical coming-and-going when a construction project is awarded. It was all about to begin; its first contract in Qatar was to design and build the Lusail Yacht Club, in Lusail City, for €19.3 million. This makes Ceinsa the fourth firm from Spain—behind SENER, FCC and Acciona—to give heart and soul to a city that was conceived as a futuristic and sustainable metropolis by Qatari Diar, the investment arm of Qatar's Sovereign Wealth Fund in real estate, through Lusail Real Estate Development Company (LREDC).

Just 15 km north of Doha, with a 38 km² surface—slightly less than the Moncloa- Aravaca district in Madrid, which covers 44.93 km²—Lusail will have the capacity to house 200,000 residents and 170,000 employees. €35,000 million are being invested in the project. It will be dis-

«To submit abnormally low bids to win a project and later ask the client for a higher markup in order to cover unforeseen contingencies is unthinkable here—something that has been common practice in Spain in recent decades»

tributed into 19 neighborhoods

and will have 4 islands, 22 hotels, a theme park and museums, in addition to shopping malls, like the one inspired by the Parisian Place Vendôme and adjacent Rue de la Paix. Approximately, €1.13 billion have been earmarked for its project, which is carried out as this 800,000 m² of commercial space. As a comparative example: the largest shopping mall. cultural and recreational center Built to be admired course and a long list of services tect firm Chapman Taylor.



Hendrik Meima.

simultaneously at a good pace. Over the next 18 months, Ceinsa will be working there to execute Al Jaber Trading & Contracting.

projects with a volume ranging According to him, success lies in studying the market well and developing a business plan prior to moving the executives and even participating in tenders. He spent two years traveling between Qatar and Spain to identify his competitors, develop a network of contacts and seek local partners. «This is a country of joint-ventures. We are registered as a local company, with 51% of the share capital in Qatari hands: that is our way of expressing confidence in Qatar and its people», he states. Recommendations? «Always work with a local partner and without rushing things, assess vour options to avoid makng mistakes when it comes to

Lusail Yacht Club, the nautical club being built by Ceinsa in Lusail City, north of Doha, the capital of Qatar.

Solid contracts

In Oatar, lump sum agreements

decision-making».

prevail. To submit abnormally low bids to win a project and a joint-venture with the local firm later ask the client for a higher markup in order to cover unforeseen contingencies is unthinkable here—something that has been in Spain is Puerto Venecia, in The Yacht Club is—as the client common practice in Spain in re- and construction projects, such and at a frenetic pace. Despite the cent decades, «Beforehand, you The Qatar development will con- a building to be admired in the have to accept the project con- is Ashghal Expressway Program, as one and turns any project into nect the various neighborhoods same city where the stadium for ditions regarding deadlines and or some of the hospitals that Qa- a reality. They are well-trained with canals that flow into the opening and closing of the costs. The client understands tar has up for tender. «Ceinsa has professionals». sea, a light railway—which is be- FIFA 2022 World Cup will also be that he has contracted with the ing supervised by SENER—pe- built. Ceinsa entrusted the task of best engineering firms and the destrian walkways such as the designing the venue to the Ma- best consultants in the world. Qatwo being built by FCC, a golf drid office of international archi-tar organized the Asian Games in 2006; management improvefor the inhabitants. Some 80,000 For Hendrik Meima, the ments had to be made. Now, the people are expected to visit Lu- Dutch CEO of Ceinsa Construc- country is well packed to have sail daily. Two years ago, the fu-tion WLL, (in this Arab coun-everything ready for World ture city was but a project and a try, there are a lot of projects and Cup in 2022. Additional costs huge stretch of land. Currently, one must seek the opportunities». and delays are not understood. there are 77 buildings going up Our strategy is to «select those That really puts the pressure on

construction companies»

Along the years Ceinsa has undertaken infrastructure and building projects: it has built hospitals, high-speed railways, expressways, sports centers and the list continues. Aside from the yacht club, both Mr. Meima and the CEO of the main office seek projects in Qatar with high technical requirements, in which the firm stands out from existing competitors, and in consortiums with «robust» companies— provided by their local partner—to build hospitals, high-

«It is hard to live in Qatar. We demand a lot and at a frenetic pace. Despite the sacrifice, the Spanish team works as one and turns any project into a reality. They are well-trained professionals»

as the yacht club. Among these

proven its international experience when it comes to executing hospital turn-key projects, explains Mr. Meima. The company has been prequalified for a number of tenders and is waiting to be awarded new projects in the emirate

Last summer, Al Jaber Engineering, that also works with other Spanish companies such as HLG, a subsidiary of ACS, was awarded a contract to develop all of the infrastructures for the Seef Lusail North Front and Waterfront Commercial Districts in Lusail City. Objectively, this will open new possibilities for Ceinsa; however, the secrecy of the Dutch executive—as with any of the companies involved—is absolute and in line with the practices of the Qatari authorities, who don't like companies that count their chickens before they are hatched.

What worries Mr. Meima most right now? «My team. The unemployment rate in Spain means that they are here due to necessity. They have left families, children, wives, partners behind.... They are alone and it is hard for ways and other unique designs them in Qatar. We demand a lot





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HAMAD AL MULLA, CEO AND BOARD MEMBER OF KATARA HOSPITALITY

«Spain makes up more than 5% of Katara Hospitality's international hotel collection»

After acquiring the InterContinental Hotel in Madrid in 2014, the Qatari state-owned firm and owner of thirty luxury hotels throughout the world, does not exclude the idea of purchasing new assets in Spain

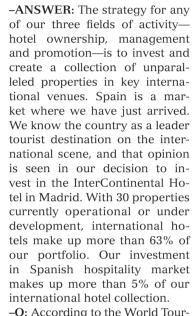
to Qatar by mapmaker Claudius Ptolemy in the 2nd century. It was the inspiration for the new identity of what was originally Oatar National Hotels, the network of state-owned hotels now known as Katara Hospitality. The firm belongs to Qatar Holding, the investment arm of Qatar Sovereign Wealth Fund. Today it stands for luxury as owner. developer and operator of hotels both in Qatar and abroad. Its portfolio contains a number of legendary names, including the Raffles Hotel in Singapore and Le Royal Monceau-Raffles in Paris. Its goal to have thirtv hotels by 2016 was reached in 2014 with the purchase of five new properties managed by InterContinental in the Netherlands, Rome, Cannes, Frankfurt and Madrid. The company's new strategy is to double that num-



«We are continuously looking to invest in a collection of unique properties in key soughtafter international locations that also make solid business sense from an investment perspective. When acquiring a new property, we always look for something special, something extraordinary that sets that hotel apart»

ber by 2026. Hamad Al-Mulla, CEO since 2011, has a degree in Hotel Management and Tourism from the University of Salzburg. During twenty years he has held a number of positions within the Katara Hospitality hotel network. Spain is now part of its plan.

-QUESTION: In 2014, Spain welcomed over 60 million tourists. What are your plans for this market?



ism Organization (WTO), headguartered in Madrid, Spain is one of the most sought after markets as a sound source of tourism. Spaniards spend some \$17 billion (USD) a year traveling abroad for recreational purposes. In this sense, just how important is Spain's market for you?

-A: The properties of our international portfolio are true hospitality icons that have set the standards for the industry and attract tourists from all over the world. We are sure that visitors from Spain will enjoy our winning combination of rich hospitality heritage and luxurious and modern facilities than our hotels

-O: When it comes to Spain.

QATAR HOLDING

Founded by QIA, it invests in strategic

private and public equity as well as in

other direct investments

KATARA HOSPITALITY

InterContinental

Madrid

Qatar Sovereign Wealth Fund and its ties with Spain

QIA (Qatar Investment Authority)

Founded in: 2005. Estimated worth: €218 billion*

Operates through a number of investment branches



Katara Towers, under construction in Lusail City, is inspired in the two crossed swords on the Qatar coat-of-arms

«As we have expanded our footprint into Spain. we will consider FITUR as a potential tourism fair to attend in the future»

Authority), Katara Hospitality... you all seem to prefer Barcelona, thus leaving Madrid in second place. Acquiring InterContinental Hotel Madrid has been though the first step forward. Do you have a strategy for Madrid, or was it a simple matter Qatar, QTA (Qatar Tourism part of an agreement with a pri-

Invests in the real estate

market and works as a urban

development developer,

as in the case of Lusail City.

In Spain, it owns:

B. Santander

Brazil

Inmobiliaria

Colonial

Hochtief

(Subsidiary of ACS)

5-hotel package of InterContinental assets?

of our international properties is and brand values. jointly driven by the specifics of -Q: The InterContinental Hothe hotel under consideration as well as the market it is located in. We are continuously looking to invest in a collection of unique properties in key sought-after international locations that also make solid business sense from an investment perspective. When ways look for something special. something extraordinary that sets that hotel apart. Following of chance that this property was the investment in the InterContinental Madrid last year, we re-

QOC (Qatar Olympic Committee)

QSI (Qatar Sports Investment

Invests in sports and in the sport and leisure

industries. It owns Paris Saint-Germain Football

Club and sportswear brand Burrda Sport.

It sponsors F. C. Barcelona

W Hotel

(Barcelona)

Marina

Tarraco

(Tarragona)

vate investor who sold you the main open to opportunities in Barcelona, Madrid and other cities in Spain, given that they -A: The decision to invest in each are in line with our overall ethos

> location: however, it is neither the most iconic nor the category. Do you have plans to

tion to our global portfolio set the standards in the indusour presence in the Spanish hotel market. We will be looking to enhance future marketing plans for this property to further attract tourists and visitors from all over the world to this hospi-

-Q: FITUR is just around the corner. It is the second most important trade show on the world circuit of tourism, behind ITB in Berlin. In 2014, the Qatar Airways stand was the only representative from Oatar: and the same held true for 2013. Across the hall was the United Arab Emirates with an ample display of companies and resources, as well as other GCC countries. Any comment?

half of other organizations, including Qatar Tourism Authority (QTA). From Katara Hospitality's perspective, we attend a number or international travel and tourism trade shows and events every year. As we have expanded our footprint into Spain, we will consider FITUR as a potential tourism fair to attend in the future

7 million tourists for 2030 In recent years, major ho tel chains have landed in Qatar with a variety of strategies. Hilton General Manager Adhan El Sebaey, for example, states that they will be pioneers opening hotels outside of Doha. «We will have a resort on the border with Saudi -A: We cannot comment on be-Arabia, right at the sea, which

> In 2014, Qatar opened HIA, its brand new Hamad International Airport, managed by Qatar Airways, with capacity for 30 million passengers per year. The government wants to capitalize on their position as a transit airport and the goal for 2030 is to welcome 7 million tourists.

is an advantage over others».

QATAR | SATURDAY, JANUARY 17, 2015 | EL ECONOMISTA

Melia's first

to have 60,000 hotel

one of the most desirable dis-

tricts due to the amount of ac-

tivity going on in there. In 2014

the Qatari market enjoyed an

occupancy rate of about 72%,

according to a Deloitte report

Between 2008 and 2013, de-

mand in the emirate grew on

average 11% annually and the

offer by 13%. The objective

of the authorities is to have

60,000 hotel rooms for the 2022

FIFA World Cup, thus meet-

ing FIFA requirements. This

fact together with the Qatari policy which seeks to turn the

emirate into a center for major

sports events gives the Meliá

opening a special flavor. The

latest statistics indicate that

there are about a hundred ho-

market had an occupancy

tels in Qatar, with some 20,000

rooms. «We've managed to

raise the flag on a project that is

really worth the effort», states

Mr. Lobo. One of his greatest

concerns is hiring and train-

ing the staff. There will be some

300 employees, most of whom

are Asian immigrants.

according to a Deloitte

In 2014, the Qatari

rate of about 72%,

report

requirements

Doha



Championship after Championship

Just seven years away from the 2022 FIFA World Cup, Qatar continues to work against the clock to host some of the most prestigious international sports events. Elite athletes from Spain are behind their interest in sports, and when in Doha, they feel at home

the best of themselves and I can other Spaniard, Iván Bravo, is the only respond with the same General Manager of Aspire, the coin», commented this week Valero Rivera, Spanish coach of Oatar's National Handball Team just ahead of the 24th Men's Handball World Championship in Doha. In 2013, this Catalonian earned gold for Spain. Next week, his Qatari team will have to face Spain, where the defense players and goalkeepers are almost the same as when he left five years ago. «Yes, they can win us all, but we can win many», states Mr. Rivera when speaking about the group against which he will have to play. It will also be the first time that he faces

Qatar is taking things so seriously that just seven years away from the FIFA's 2022 World Cup, they have managed to secure three **World Championships: Boxing in October 2015,** Gymnastics in 2018 and Athletics in 2019

first time, the Qatar handball team Thani, General Secretary of the plished objective.

«Qatar is a gift. The Qataris give became Asian Champions. An-Qatar Academy for Sports Excellence. The football director is er of Spanish soccer club Real Sociedad. In 2014, the Under-16 and Under-19 teams, both with Spanish trainers, qualified for the first a world power in sports, but in Spain, there is a lack of resources. In Qatar, we have those resources as well as world class facilities», explains José Blasi, a tennis train er from Barcelona working in the emirate. Other athletes working there share his opinion.

«You guys, the Spaniards,

have taken over Doha», stated Julio Florián, the Ambassador for Peru in Oatar last November. Perhaps, the diplomat's comment is not as much of a reality as the desire of the Qatari sports authorities to make their capital city a reference when hosting elite events. They are taking things so seriously that just seven years away from the FIFA's 2022 Barcelona. A member of the Qa-World Cup, they managed to se- tar Sports Investment (QSI)—in- best qualified countries thanks ships for Qatar: Boxing in Oc- ereign Wealth Fund in the sports perience and political and sotober of this year, Gymnastics industry—whose signature ap- cial conviction to organize and in 2018 and Athletics in 2019; also, interest has been shown for controversy that Qatar gener- other non-Olympic disciplines Barça was chosen because it was international competition; not ates as the location for interna- such as Moto GP. And that is «simply the best». And further only based on the sports categotional sports events, the Span- without considering Swimming that although at the time, even ry—of course including soccer ish coach of the Qatari team is World Cup - Short Course in Au- Qatar thought it was an expen- but even the Olympic Games. It an example of the important ef- gust and December of 2014 re- sive investment, the impact that is even better than countries that forts carried out by athletes and spectively. Mireia Belmonte from the sponsorship has had for the are generally considered experts the elite from the world of sports Spain broke two world records recognition of Qatar as a brand in this field», states Juan José both for sports and the image of and won four medals under the throughout the world was un- Morón, consultant for sports the emirate. In 2014 and for the watchful eye of Sheikh Saoud Alderestimated. That is an accom-



Saoud Al-Thani at Doha Goals.

Qatar Olympic Committee (QOC) who gave her the medals. Qatar appreciates Spain's sports and shows it, for example, in the fact that although the emirate is the owner of Paris Saint-Germain, and in spite of their special love for England and English soccer, Sheikh Saoud Al-Thani has no problem in being recorded saying that there is no other country that has done more to market sports than Spain, and no better teams than Real Madrid and FC vestment arm of the Oatar Sovpeared on the contract with FC host events as the world of Barcelona in 2010 assures that sports deserves, whatever the

Spanish athletes are frequently seen in Qatar, and they have left their mark....literally. At Aspire, there is a framed blackboard with the signature of famous athletes; the largest group of Spaniards range from Rafa Nadal to Iker Casillas, without forsaking Fernando Hierro, Raúl González and Marc Márquez. Also, other celebrities have left their mark, such as Angel María Villar, president of the Royal Spanish Football Federation and Florentino Pérez, president of Real Madrid. Jorge Loren-

«You guys, the Spaniards, have taken over Doha», Julio Florián, the Ambassador for Peru in Qatar commented

zo is a common sight in Qatar; he is one of the few racing drivers who have won the Moto GP World Championship on the

«Today, Qatar is one of the companies and FIFA Agent. The machinery is up and running.

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