SPECIAL SUPPLEMENT | EL ECONOMISTA | SATURDAY, JANUARY 17, 2015 ENGLISH TRANSLATION OF THE SPANISH ORIGINAL

PART III

The Call from the Desert

In the 1970s, the Persian Gulf was the Western world's jugular vein... and tiny Qatar was enjoying its recently gained independence. Forty years later, this Arab country is the world's largest exporter of Liquefied Natural Gas (LNG). Spain is on its road map

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»

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, Oatar 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 design welcome visitors to the Oatari capital

Scoff of the British

Forty years ago, Qatar was enjoylion people living in the country, ing the wealth of the oil discov only 250,000 are Oatari. At curered in 1939 in Dukhan, and berent growth rate, western ex-pats will soon reach the 400,000 mark; gan to glimpse the prosperity that would arise from the discovery of the rest are thousands of workers the world's single largest natural from Asian countries such as Ingas reservoir in 1971. No longer dia, Nepal, Bangladesh, Sri Lanka a protectorate of Great Britain. and the Philippines... the majority the journalist mocked the newsare hired as low-cost labor workpaper's headlines relative to muling on infrastructure projects that ti-million dollar projects to build Qatar has awarded to companies industrial plants, among them, a from all over the world Spansteel factory in alliance with Ja- iards too. For example, HLG, the pan. «This would make sense in subsidiary of ACS in the Middle a city with adequate labor force East, that was awarded projects such as Cardiff», the capital of valued at €1.54 billion in 2014; Wales in the United Kingdom among them the 1.23 billion sec-«Who will go work there? Imtion of the New Orbital expressported Japanese?» Today, Japan way, drinking-water reservoirs, is Qatar's most important tradand a 128-kilometer water pipe ing partner; and she was referline and optic fiber networks. ring to Oasco (Oatar Steel Com-ECC was awarded a section of the Red Line of Doha Metro. pany), one of the country's largest firms. With an estimated GDP of walkways and a water infrastruc-€180 billion in 2014 -according ture project. OHL is working on to Qatar National Bank (QNB), the two most emblematic metro the largest bank in the Middle stations in Doha, on a consortium East and North Africa-, the emirled by Korean Samsung, while its almost concluded Sidra Medate enjoys the world's highest income per capita. And yes, Qatar ical & Research Center is under arbitration. Other Spanish firms had to start by importing workers, not only from Japan, but are Sacyr, Ceinsa, Ecisa, Grupo



al Dhow Festival in Katara Cultural Village, organized by Oatar Olympic Committee (OOC), in Nov ember 2014. Doha

from all over the world, both Puentes, Collosa... Government skilled and unskilled employees. investment until 2018 is proincluding Brits! This practice grammed at €130 billion, accordcontinues today. Of the 2.3 miling to ONB: most of this amount will be invested in transport and infrastructure Businesses and citizens from all over the world -1.500 Spaniards are registered at the Spanish Embassy with 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

being the latest arrival.

America, mon amour Between 1995 and 2013, when the Sheikh abdicated in favor of his son Tamin Bin Hamad Al-Thani,

Oatar was governed by Sheikh try». US multinational firms such Hamad Bin Khalifa Al-Thani, who as ExxonMobil and ConocoPhilis now 65 and has three wives: lips cooperate hand in hand with one of them is Sheikha Mozah Oatar Petroleum (OP), a 100% Bint Nasser Al Missned, mother state-owned company that manof Tamin Her husband the Faages Oatar's gas and oil resourc ther Emir, graduated from the es: in turn, it generates 60% of Royal Military Academy Sandthe country's GDP. French firms hurst-as did Winston Church such as Total can also be found in ill. He was summoned by his fa-Qatar. Likewise, the US landed in ther, the Emir, to proclaim him the Oatari classrooms, six Ameri-Heir apparent and Minister of can universities accepted Oatar's Defense, Hamad Bin Khalifa Al Thani is considered the author of

Oatar hosts the largest Qatar's modernization and many frequently refer to him as the American military base of Kennedy of the Middle East. He any Arab state. According founded the television channel Al to some Spaniards, access Jazeera-meaning island in Arabic. The channel played an imto the base is on the «best portant role in the «Arab Spring». highway» in the country On occasions the information broadcasted irritated fellow Ar-

abs. The story about a comment by Hosni Mubarak while visittantalizing invitation to establish ing 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 box!» It was the brainstorm of Hamad has also angered the US more Bin Khalifa Al-Thani, an initiativ than once, but the emirate is its that is unrivaled in the region. I 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 Qatar. According to some Spanpark, as well as Sidra. Qatar has invested billions of euros in Edu iards, the highway leading to the base is «the best one in the councation City

Special issue published by *El Economista* and produced by www.mymmerchan.com. *El Economista* is not responsible for the information and opinions expressed in this issue; www.mymmerchan.com is responsible for all contents. We thank the Qatar Ministry of Foreign Affairs, its Embassy in Spain and the Embassy of Spain in Qatar for all of the support received. Trip to Qatar courtesy of Qatar Airways. Editor-In-Chief: Eva Martín Production: María José Fernández Nebreda Graphic Design: Estudio Arcadia

OATAR I SATURDAY JANUARY 17 2015 | ELECONOMISTA

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 mutu al understanding during an interview that the royal couple granted the US media several years ago. Hugo Guiliani, Ambassador for the Dominican Republic in Oatar recalls that «there was no censorship». «The complicity between them was obvious». Oa tar is the world's largest export er of Liquefied Natural Gas (LNG) -Spain's third largest supplierbut the wealth housed in its seabed is volatile and Oatar 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. Educa tion City could never be understood without the backing of the Sheikha. She currently serves as Chairperson of OF (Oatar Foundation for Education. Science

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

has taken reports of abuse regarding the violation of workers' rights in Qatar very seriously; and QF has implemented strict rules to avoid unscrupulous com panies 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 Sociolo gy. Sheikha Mozah broke a taboo within Arab society by show ing her face in public. Comments about her beauty and elegance ofter overshadow her commit ment in favor of education in Oatar 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», com ments Mr. Guiliani. WISE (World Innovation Summit in Education) is under Oatar Foundation's um brella. 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 invita tion 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 re membered Emilio Botín who re cently passed away.

But for Sheikha Mozah, the most prized asset is Educate a Child (EAC). This charitable or ganization is in line with the mil lennium objectives for develop

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 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

EAC reaches out to half a million children in seventeen coun tries but Sheikha Mozah strives to reach ten million children. «It sounds ambitious, but I believe it is possible», she states. The Rog er 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 Amer ica, 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 Haitianscannot benefit from this initiative



KATARA HOSPITALITY, PRESERVING ICONIC TREASURES

organisation than just owning, managing or developing hotels. At Katara Hospitality, our appreciation for the past powers our aspirations for the future. Decades of experience,

us to craft unique masterpieces that set new standards for others to follow. With us, it is all about our boundless passion for creating legendary hospitality, building on our heritage



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

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

«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

Education City is a large campus on the outskirts of Doha. The Father Emir, Hamad Bin Khalifa Al-Thani, wanted to import a selection of engineering and faculty degrees from prestigious Western universities to support his objective and turn Oatar into a arships... It should not be a ne knowledge-based economy. And cessity; there may be difficul-Oatar Foundation (OF), chaired by his wife Sheikha Mozah Bint Nasser was willing to finance the venture. There are currently ten universities in Education City, two from Oatar, six from the US. one from the UK and one from France. Architecture is a luxury; for instance, the glass and met al cloister and the fountains sunk ties in girls studying outside and

into its floor at the Hamad Bin we should ensure there are com-Khalifa University (HBKU) that seem to be inspired in a monastery, or its cafeteria with very high ceilings and cathedral like ers in other Arab countries that vaulted columns. Soon students will be able to get around the campus on the People's Mover, the tram being built by HLG, the ing their kids to Europe, Canada subsidiary of ACS in the Middle or the US», explains Dr. Moham-Fast

More female than male students

Outside Education City sits the tion in the 2014-2015 budget «Almost double the amount assigned largest university in the country, Oatar University, presided five years ago», he emphasizes. by Sheikha Mozah's sister, where Part of these funds help fulfill the the number of female students objective of turning Oatar into a exceeds the number of male stu- leader in B+D+i. In 2012 the Nadents. Extensive reforms have tional Research Strategy was de-

been carried including establishing external accreditation for its programs. «The population of Qatar is growing rapidly; the challenge is to have enough infrastructure. Some Oataris still study abroad, often on schol-

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

world-class university educa-

tion in Oatar could be better and

more cost- efficient than send-

med Al Hammadi, Minister of Ed-

ucation and Higher Education

in Qatar. The government ear-

marked €5.27 billion for educa-



Hammadi.

signed with four areas of state interest: energy and environment. parative world-class institutions computing and information techavailable locally. Also, there is a nologies, health, social sciences, growing belief among our brotharts and humanity

Schools at 700 Euros a month Population growth also puts pres-

ing invited to take part of some sure on primary and secondary thing like this», expounds Nieves Segovia, president of Institución education, all of which is managed by the Supreme Education Coun-Educativa SEK. For the moment cil (SEC) that strives to open more there aren't any Spanish univercenters. Existing schools are sities in Qatar and the minister scarce and expensive-around thinks it's inappropriate to give €700 per month/child. That is a names or making specific refer headache for expatriates who ences but he does state that «Qa sometimes decide to leave their tar and particularly OF are always spouses and children in their alert and considering any memcountry of origin. Schooling is free ber/educational institution that for Oataris. There are a number might complement the existing in of European schools operating in frastructure related to the knowl-Doha: these include the French edge-based economy»

to complete the educational offer

school was up and running. Oatar

financed the entire infrastructure

opinion would be a lack of respect.

The country's investment in ed-

ucation is tangible; we were will-

but at the same time, learn from

others. One feels in debt when be-

The government earmarked

€5.27 billion for education

in the 2014-2015 budget

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. Oatari 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 OF: 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 the students paid in Texas, in the US, nor Texas tax dollars. Also, we would have the opportunity to engage in research as the activi-

ties undertaken by Qatar in gas



Programme announced that the country had drinking water reyou would find anywhere in the serves for only 48 hours. «The deworld», explains Mark Weichold, an American professor with three producing one liter of drinking US patents on his curriculum water demands the use of another production and oil exploration who formed part of the team that two or three that end up as liquid

Texas A&M University in Qatar. conceived the way of producing desalinated water and zero liquid Research in the desert discharge. Others are working to-In 2014 alone, the university-acwards avoiding corrosion of the cess to which is through a huge underwater pipelines or wireless bronze door- received €26.5 medical technology. The fields are million from Oatar National Reextensive

search Fund (ONRF). It is 80% of

what it receives annually. The re-

search programs are aligned with

national interests. In a desert en-

vironment, anything related to

water is of major importance.

Two years ago, the chairman for

Qatar National Food Security

An experiment that works But could Qatar ever be inde pendently competitive in the global knowledge economy According to Mr. Weichold «it is possible, but it must contin ue with its level of commitment and investment; a lot of learn ing and infrastructure has to be set up here to reach that status in salination plants are essential, but a global scale. Education City is an experiment with revolution ary results. A generation is necessary to verify its success but it were far beyond anything else first visited the emirate. In 2003, discharges», says Mr. Weichold. is moving in the right direction».

part of that pragmatism. «The changes that have come about are not a fundamental change, he became the president of the A researcher at the university has 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 for eign relations. But the shift was conceived well before the power change in 2013». Did any one 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 Af fairs, 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»

GERD NONNEMAN, DEAN OF GEORGETOWN

UNIVERSITY SCHOOL OF FOREING SERVICE IN QATAR

«Oatari politics have always been pragmatic»

Gerd Nonneman heard about Lycées Voltaire and Napoleon, or SEK, the only Spanish school and Education City for the first with a waiting list. In 2013, SEC time some two decades ago invited SEK to be the international he thought it was a «white ele phant». But today, this Belgian school with Spanish background who has a doctorate in Politics in Doha. A few months later, the and is an expert in Middle East, believes it definitely has well- placed pillars. He is «This is not a blank check: such an Dean of Georgetown University School of Foreign Ser vice in Qatar. Since 2005, over 200 Arab students -including ing to embark on this journey. We the Emir's second wife-, have have come to share what we know 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 Oatari for eign policy which is based or



the realization that the old re gimes were not sustainable that you cannot hold back pop ular dissatisfaction forever and that among social strands of thought in the Arab world Islamism was going to be im portant, 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



Aspire Academy has a dual aim of identifying and transforming promising young talents into champions across a wide range of sports, and to draw the sporting culture into the center of life in Oatar and the surrounding region. Cementing its reputation as one of the foremost sporting and educational institutions in the world, the Academy embraces unrivaled amenities that include fully-equipped classrooms, modern recreational areas and cutting-edge laboratories.



inspired by aspire[®]

OATAR I SATURDAY JANUARY 17 2015 I ELECONOMISTA

5

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 Qatar. 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 Oatar and a doctorate from the University of Manchester In stitute of Science and Technology. He chairs Oatar 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»

cal correctness

tion that Oatar is aiming for. It

you think the enormous increase personality. His only luxury in his huge office-in one of the skyin US energy production will inscrapers in West Bay shared with terfere with the ongoing relathe Ministry of Social Affairs-is perhaps the large windows faclong- term allies ExxonMobil and ing the southeast, thus filling the ConocoPhillips? room with sunshine. Dr. Al-Sada, -ANSWER: At the end of the day, as he is known in Oatar is aware a robust energy sector will emthat the greatest challenge that power the economic transforma- al trade will play an ever-growing

gas exporting countries current-



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 companies in the sector, includan eagle eve on events while being the companies you mentioned ing alert to changing conditions. and others. Despite the recent de-Nevertheless, his answers in this cline in crude oil prices, the overinterview are enshrouded in seall outlook for the oil demand rerenity and the diplomacy of politimains quite positive. There are economies that continue to grow. -QUESTION: The CEO of Exx- as is the case of Asia and the Gulf onMobil, the largest US oil comcountries, or re-emerging into pany, stated this fall that his coungrowth, such as North America try had entered a «new era of and Europe. This provides space energy abundance» which means to accommodate some increasing they are not dependent upon a supply volumes without running conflictive Middle East. How do

into serious over-supply. The so-called era of energy abundance or the boom in shale gas production, especially in the tionship between Oatar and its US, has boosted the overall gas supply. Interest in exporting gas has increased, and greater availa growing demand. ability of LNG (Liquefied Natural Gas) means that internation-

role in the global supply. LNG

«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 relation ships with our partners and reach the win-win goal we aspire for The decade-old commitment be tween ExxonMobil and Qatar is much more than a joint-venture between partner and investor. It involved initiatives and projects to support our economc growth. Likewise, it shares the bjectives of Qatar to advance in the field of science and technology through R+D. ExxonMobile Research Oatar Limited is an anchor tenant at the Oatar Science & Technology Park in Doha. We are the world's largest exporter of LNG and ExxonMobil has played a significant role in helping us at tain a production capacity of 77 million tons per annum. It partic inated in twelve of the fourteer trains-liquefaction and purification plants to condense and compress the gas-for LNG in Qatar Also, they are partners in oth-

supply and demand projections as well as independent third er important projects such as Al parties, clearly show a robust Khaleei Gas, the Laffan refinery global demand during the forthand the Barzan project. coming decades. There are many -Q: Oil and gas production in new LNG projects being imple mented in the USA, Canada, Australia. East Africa and other regions. This evidences that there is In Oatar, we always value strong partnerships with leadthe energy industry. Do you think

«We are the largest world

ExxonMobil has played a

significant role in helping

capacity of 77 million tons

us attain a production

per annum»

exporter of LNG and

the US will increase with ener gy from shale gas. It has already been stated that the discovery of gas and crude oil using fracking -or hydraulic fracturing- has changed the power balance in

ing companies and we firmly bethat the Middle East, and more lieve in long-term ties, based on specifically Oatar, will continue



THE CROWN JEWEI Oatar Petroleum (OP), a 100% government owned corporation, was founded in 1974. It contributed 60% to Oatar's GDP in 2014, which was approximately €180,000 billion. The firm is responsible for the exploration, production, transportation, storage, marketing and sales of Liguefied Natural Gas (LNG) and GTL-natural gas transformed into liquid fuel-as well as petrochemical products and other derivatives. QP participates in and control more than seventy co

to be the crème de la crème for ble plavers to change the world much longer? playing field. Everything is trans--A: Oatar has spent decades forming and reshaping the gas building its business to reach the and oil industry. summit of global LNG supply, to In Qatar, we believe that there is reinforce its position as the world space for both the current and fu-LNG capital and to become the ture players to tap into the market world's largest exporter. It has The abundance of gas is but a conearned its reputation as a relisequence of more countries with able and flexible partner with supply capability; exceptionally, co-investors and buyers coverthe current and future constrain ing the entire supply chain: field may well be the gas supply rather development, processing, storage than the demand. The global gas and transport to the receiving terdemand is growing quickly, drivminals in major world markets on en by an expanding need for gas time with competitive prices. throughout the world- this is nar-The US, with the non-conticularly true in Asia. China and ventional energy revolution of other emerging Asian countries oil gas shale, Australia and its are witnessing this unprecedented LNG projects and to a lesser dedemand. However, please rememgree the emerging industries of ber that gas projects are capital in-East Africa are set to become the latest hot spots and possiperiod. In the current scope and



SOPHISTICATION OF A PORT

Oatar 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-

Ras Laffan port reached an export capacity of 77

metric tons per annum. This was achieved jointly

between Qatargas and RasGas, with 42 and 35

million metric tons per annum respectively

bons. In 2010. Oatar reached a milestone when the

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

«The shale gas revolution

crude oil industry»

and 4.40% respectively?

is transforming the gas and

worldwide producers such as

American ConocoPhillips and

French Total, in which both part-

ners will see their 2015 profit fore

cast reduced by at least 10.05%

-A: Oatar Petroleum's policy to-

wards using natural resources is

based on conducting operations

directly or through Production

Sharing Agreements (PSA), Oatar

has been successful in attracting

many of the major international oil

companies, including Occidental

Maersk and Total. These agree-

ments are tailor made to provide

for an appropriate sharing of risks

and rewards. This strategy has

proven fruitful as it increased Oa

tar's crude oil production capacity

to a level of 700 thousand barrels

per day. Furthermore, Oatar is a

member of the OPEC since 1961.

We are well aware of our commit

ments and obligations as a mem-

ber country, and these are tak-

en into consideration when PSA

agreements are signed with our

-Q: Qatar 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 en-

courage energy efficiency habits.

saving on resources and a reduc-

-A: Oatar National Vision (ONV)

states that «by 2030 Qatar is to be-

come an advanced society capa-

ble of sustaining its development

international partners.

tion of CO2 emissions?

A 6.000 KM² STAIN Oatar is the world's largest LNG exporter. In 1971, it found the single largest underwater reserve on the planet: North Field. Measuring 6.000 km², it is «the greatest treasure of all» Oatari treasures. The good use of this field-today, it represents 13% of the world's gas reserves—is one of the nation's main



THE BLUE WHALE

Q- 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 meters in height. It can transport 266,000 m3 of LNG. Unlike other methane tankers, it consumes 40% less energy. Right behind it is the O-Flex, a vessel that has 217,000 m³ capacity. Oatargas or dered them in 2005 from Samsumg, Daewo and Hyundai, These three multinational companies have been awarded major infrastructure projects in Qatar. The emirate currently has 13 Q-Max and 19 O-Flex. as well as ten other, less sophisticated vessels: the O-fleet that loads up to 135 000 m³ and is used by Oatarnas to ship LNG to Japan: and also five LNG methane tankers with exotic names that ship gas to Gas Natural Fenosa in Spain. They dock in Barcelona, Cartagena, Bilbao, Huelva and Sagunto. These are Dukhan, LNG Aries, Norman Lady, Methane Polar and Gimi.

by authors, with sources: BP Statistical Review of World Er Frequenci of Jaunors, with sources, or Scatosical memor of work of lengy, Jul. 2014. OPEC Annual Statistical Bulletin 2014, QP RestaSa, Qataroga, Ras Laffan, QPL, QNB Investors Relations Presentation, Sep. 2014, US Independent Statistics & Analysis: Energy Information Administration Ian. 2014. Spair's Ministry of Foreign Affairs Diplomatic Information Office, Oct. 2014.

«Organizations such as the -A: In recent months, the rapid OPEC, of which Qatar is a decline in oil prices was driven by 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» world economy, it is not easy to monetize gas

-O: There are opinions stating that traditional oil producers are intentionally increasing production and lowering prices to stop US investment in shale so that tensive and have a high gestation the technique seems unprofitable. and thus eliminates a future rival

and providing a high standard of deceleration in Eurozone econoliving for its entire population». mies, growth in emerging econo-As such, among the most impormies lower than expected, in adtant strategies to achieve ONV is dition to the unbalance in supply the Energy Efficiency plan for Qaand demand. Organizations such tar. We believe that efficient use as the OPEC work towards guarand conservation are key comanteeing stable oil prices that are ponents of energy sustainability vital for world economic well-Energy efficiency is the world's being and, at the same time, almost important «fuel» as it is one low producers to receive a fair of the easiest and most cost effective ways to improve the competireturn that can then be reinvested to guarantee future demand. tiveness of our businesses, reduce They make great efforts to mainenergy costs and combat climate tain a stable oil market ensuring change, especially while we are that the supply is ahead of the demeeting the challenge of organizmand to mitigate price volatility. ing a carbon-neutral FIFA World -O: How does Oatar balance its Cup in 2022, By 2017, we want to own production stability and reduce overall growth in the conprice strategy aligned with the sumption of electricity by 20% OPEC and its partnership with and water by 35%.

and competitor. Any comments?

Warming	1997	2001	2003	2004	2005	2006	2008	2009	2010	2011	2012	2013	2014
-			July: Qatari RasGas signs			April 26: State visit of	Sheikha Mozah Bint	January 10, «Mozah»	Repsol and Qatargas	February 27-28: José	Gas Natural Fenosa	Sheikh Hamad Bin Khalifa	Gas Natural Fenosa
up with	to its own sources,	Qatargas signed two	a 20-year agreement with		deliveries to Endesa.	Spain's Monarchs to	Nasser, the Emir of	docks in Bilbao. The tanker	sign a multi-annual	Luis Rodríguez Zapatero,	where Repsol owns	Al-Thani abdicates in	reaches a supply
•	was Qatargas' (Qatar	medium-term contracts		current contract from		Qatar.	Qatar's second wife,	was named in honor of	agreement by which	Spain's Primer Minister	a 30% stake—and		agreement with Qatargas
gas from	Liquefied Gas Co. Ltd)	to supply 12.6 million	million tons of LNG per	2001 until 2012 and sign			visits Spain on January	the Sheikha. It is the	the latter will supply	travelled to Qatar.	Qatargas initiate	Hamad Al-Thani. Foreign	and litigations conclude.
3	first European client. In	metric tons of liquefied	annum.	an additional contract to			15-16, 2008 to participate	first Q-Max that Qatar		April 25-27: State visit	arbitration process		 Jaime García-Legaz,
Qatar	1997, both firms signed	gas until 2007 and 2009.	October: King Juan Carlos				in the first forum for the	launches. Only two of	Canada Ltd. with LNG.	to Spain of the Emir of	regarding the price of	although the new Sheikh	Secretary of State for
Quitai	an initial, short-term			per annum over the next			Alliance of Civilizations.	its five takes were full;	Transportation to the	Qatar Hamad Bin Khalifa	gas delivered to Spain.		Commerce and Pedro
Spain has been	contract that was			20 years.				enough to cover 70% of	Repsol CanadaportTM	Al- Thani and his wife	The Qatari firm seeks	nation's conservative	Argüelles, Secretary of
· · · · · · · · · · · · · · · · · · ·	renewed until 2001.			Spain opens its				the gas consumed in the	regasification terminal	Sheikha Mozah.	an increase while Spain	opinions.	State for Defense visit
purchasing				Embassy in Doha; Qatar			Industry visits Spain.	Basque Country in one	was undertaken using			Khalid Al Attiyah, Minister	
gas from the				inaugurates its Embassy				year. After a 21-day sail, it	QMax and Q-Flex tankers.				March.
				in Madrid.				took another 14 hours to	CanadaportTM is one of			State of Qatar travels to	In April, Qatar's Assistant
emirate for the				The Emir Hamad Bin				offload the 140, 000 m ³	the few terminals at the			Spain.	Minister of Foreign
past 17 years				Khalifa Al-Thani visits				of LNG.	global level where these				Affairs, Mohamed Al
past in years				Spain.					super-tankers can dock.				Rumaihi, visits Spain.

ABDULRAHMAN ALI AL-ABDULLA, CEO OF MUNTAJAT

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

Oatar 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, Mun tajat is about to make the tran sition 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 OA-PCO (Qatar Petrochemical Company). He dominates the scene He facilitates no figures regarding income or profit margins-nothing new among Oatari state-owned firms that are not listed on the stock marketbut he mentions that for the first year of business, the turnover surpassed all expectations. Muntajat 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 industry)

-QUESTION: You recently in augurated your marketing headquarters in the Netherlands. undoubtedly a logistics hub in Europe; nevertheless, most to Oatar and facilitated the pro

«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?»

companies in the world bet on of your sales are in Asia. Why innovation and the development the Netherlands? And why The of new products as their main Hague when Rotterdam is the strategy. What are you doing in world's petrochemical capital? this sense? -ANSWER: We are probably Muntaiat -A: a paradigm shift in Oatar's pet-

final decision

but behind English.

the last to arrive in The Haque. All the big names are there: Arrochemical organization and op amco, 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 proximiare optimizing resources, maxty to the ports of Rotterdam and imizing efficiency and offering Antwerp as well as the Schiphol clients faster services whilst im airport; and an open and inproving pre and post sales custernational labor environment tomer service. With this, we will made it attractive. Likewise, we reduce delivery times and de



received major support from centralize distribution thanks Dutch authorities. They really to an international network of made the extra effort: they came Dutch affiliates. We are prepared for compe-

cess. This helped in making the tition. What would life be without it? No doubt it would be -O: Shall we learn from them? boring! We like competition be--A: We considered Spain but to cause it helps you be more creabe honest, English is a disadvantive and develop your talent, you tage: hiring staff that dominates are more efficient and profes English is complicated Spansional. Qatar is developing new, ish is becoming the second most specialized chemical and petrospoken language in the world. chemical products to distinguish us from others. Muntajat will integrate these products into the -Q: The five largest polyme portfolio. The Dutch affiliate will present them to customers and this will facilitate the communication process. It is essential that iderstand customer needs

> represents «A liter of bottled of water in Europe is more expensive than a liter of gasoline in Qatar. In Spain, it is just the opposite. It is the supply and demand that dictates the prices»

and requirements. We are also «What would life be without seeking to open new warehouse competition? No doubt facilities so that deliveries can be made as quickly as possible it would be boring! We -O: To what extent are you con like competition because cerned with the so-called new era of energy abundance and it helps you to be more the production increase com creative and develop ing from the recently discovered your talent, you are more -A: It is a hot topic for everyefficient and professional» one, not only for Oatar and Mun tajat. Global energy markets are

is the supply and demand that is changing, especially in North America. It is a challenge, but talking and the structure of each Gulf producers will be the last to country. In Spain, the cost of hyfeel the negative impact. We are drocarbons includes a percent age of taxes that the government receives therefore guaranteeing services for its citizens.

«We considered Spain -O: So, is or isn't shale gas a to establish our world concern for the position you hold as CEO of Muntajat? marketing office, but to -A: We are not worried, but be honest, English is a we must be prepared to contin disadvantage: hiring staff ue being a reliable and credible that dominates English is supplier. The government has the capacity and will invest bilcomplicated. Spanish is lions of dollars in the next few becoming the second most decades to expand our chemical and petrochemical sector. We spoken language in the have more projects, an extensive world, but behind English» product portfolio and we will show that Qatar is very competi-

tive in production terms. We are currently building up the knowlarge scale integrated gas pro ducers. Shale gas is changing how and our marketing capacity the chemical and petrochemito face future competition. cal map, but remember that fall--Q: To what extent is Lat-

ing crude oil prices below fifin America important for your ty US dollars means that those product portfolio? projects in the US will have to -A: It is one of the fastest grow be reviewed and reconsidered if ing markets and it is key when comes to polymers, mainly the price continues to drop. The OPEC does not control crude oil LDPE and LLDPE as well as fer prices Prices are determined by tilizers. More specifically we are

supply and demand. The OPEC interested in Brazil as it is one of only plays a role in that equation. the largest markets for fertiliz ers, especially urea. -O: However, as producers, you can play within downward price -O: Oatar is Spain's third larges supplier for LNG. Where does movements and thus contribute

the Spanish market lie when it to increasing investment capital being so high that gas explo comes to chemical and petro rations are no longer attractive chemical products? -A. For Muntaiat it is an strate

That is not a new theory. gic country as one of largest Eu--A· People talk the media talks but when it comes to business. ropean markets for polymers it is the law of supply and de We sell LDPE, LLPDE, melamine and HDPE for Spanish custom mand that does the talking. Do you really think we don't like ers. Nevertheless, the important increase of import duties aphigh prices? Our mandate from the State of Qatar is to maximize plied to polymers and fertilizers profits. If you had a business, this past fall-as we are consid would you lower your prices? ered a rich region- will impac Look at this bottle of water-as on the end consumer in Spain Producers will notice it, the agthe interviewee takes some water 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.

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 any one knows anything about oil and gas, that person it's Nasser Al-Jaidah, Equally, he can be counted on when it comes to co operating within the sector He ioined Oatar Petroleum (OP) at the end of the 1970s. A graduate of Geology and Petroleum Engi neering, he is CEO of QP Inter national (OPI), a 100% subsidi ary of OP and the international investments arm for oil and gas abroad in upstream and down stream projects.

Talking about agreement that Oatar has with such Spanish firms as Endesa, Gas Natural Fenosa and Repsol, Mr. Al Jaidah states that «the presence of Oatar in Spain is guite obvious in the petrochemical sector». A number of agreements have Nasser Al Jaidah been signed between Oatari and Spanish firms and he considers A billion dollar deal to access «the Spanish can help further Brazil the development in Oatar be-The company's latest acquisicause of their competitiveness tion was in January of 2014 -a world», he assures. It can acand global reputation». 23% stake from Shell's Parque

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 In-«Our country's success, dustry when he emphasizes that when it comes to oil and the best way to strengthen the Oatari energy sector is to build gas, would not have been strong, long-lasting relationpossible without the shins with leading companies experience and know-how such as ExxonMobil and ConocoPhillips, both from the US. of our partners» Our country's success, when it comes to oil and gas, would not have been possible without the leading exporter of such goods experience and know-how of our is not an easy role to play. «Departners». These are the words spite the difficulties, we have met f Saad Al-Kuwari, Tasweeq our sales plan; 2014 was a suc-CEO. The 100% state-owned cessful year as we diversified company was founded in 2007: our customer portfolio and init centralizes marketing and excreased our position in emergport of liquefied petroleum gas ing markets such as India with (LPG), refined, condensed and LPG» he explains. «»Today 95% sulfide products as well as crude of our sales are concentrated to oil and GTL (Gas to liquids) Ac- the east of the Suez Canal precording to Al-Kuwari, being a dominantly in Asia where Tas-

Looking to attract Spanish partners to Qatar

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 part continue expanding their influand 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 Qa velopment of infrastructures for are well diversified. Now, we are tar? «Concentrate on what you the hydrocarbon sector, and have greatly involved in the construcknow best and we will take care of worked hand-in-hand with a num- tion of infrastructures. We are providing local support

«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 Brazil-

for about \$1 billion. «This is our

first investment in South Ameri-

ca and further evidence of OPI's

commitment to diversified glob-

Mr. Al.Jaidah

al upstream investments», states

In the United States, OPI is

also co-owner, together with

ExxonMobile and ConocoPhil-

lips of the Golden Pass LNG

regasification terminal in Sa-

bine Pass, Texas, «It is among

the largest LNG facilities in the

commodate up to 15.6 million

weeq is making the most of the

new opportunities created by

growth in industrial production

and an improved standard of liv-

ing. Our ties with our Asian cus-

tomers come from afar. On the

other hand, our sales to Europe

are very limited», he clarifies, Ex-

cept the occasional sale of sulfide

to Brazil, the company exports

very little to Latin America «be

cause distance, in logistic terms

is a disadvantage». Neverthe

less, Mr. Al-Kuwari has no doubt

they will find synergies with the

Latin American market, especial-

ly in the crude oil product sector

«We encourage Latin American

companies to diversify their im-

ports including Tasweeg in their

portfolio, a reliable energy sup

plier with a stable, quality pro

duction

well as financially, and they enable new markets entry. Since 2007 QPI has secured a multibillion dollar portfolio within the UK. Italy Greece, USA, Canada, Singapore, Vietnam, China, Egypt, Democratic Republic of Congo and Brazil. According to Mr. Al-Jaidah, QPI's success is «directly attributed to the values of its business. model and collaborative working relationship with its partners». So far, these are:

Oatari partners outside Oatar

partners who meet the requirement

of being strong technologically as

Through QPI, Qatar liaises with

FXXONMOBIL SHELL CONOCOPHILLIPS ΤΟΤΔΙ -CENTRICA PETRO CHINA GEK TERNA & OENERGY EUROPE PETRO VIETNAM SCG CHEMICALS

metric ton per year. «As such, it continues to be a critical asset to the US energy industry despite recent abundance of domestic resources». The facility maintains all au

thorizations, operational capabilities and a ready to receive status, «serving as a safety valve for 'U.S. energy secu-

rity, in the event of any mar ket disruptions». In the United Kingdom, OPI 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 Ita-

ly, together with Edison. in the northern Adriatic Sea. According to Mr.Al Jaidah. «OPI is actively pursuing opportunities to enhance its portfolio diversification, leverage partnership with international oil companies an enter foreign markets».



In 2014, Spain's

infrastructure

companies broke

all records upon

landing in Qatar

worth €2.7

institutional

emirate

by signing projects

billion. The sector

demands greater

presence in the

Mill E Delivery

N/A

2014

282

Client

Al Faisal Holding

Sama Dubai (formerly Dubai Properties)

A single message

OATAR I SATURDAY JANUARY 17 2015 I ELECONOMISTA

«Given the volume of business those who work on the Arabian controlled by Spanish firms, we Peninsula are surprised at the in deserve more institutional vissensitivity shown to the Arab cul its of the Royal Family, Prime ture.

Minister and ministers to Qa tar», claims Francisco Garrote, Better with friends than alone president of the Spanish Busi-In 2013, forty thousand com ness Council (SBC), the associapanies were registered in Qa tion of Spanish companies doing tar, double the 2011 amount business in Qatar. Not all of them «Do you think that they are all are members of the council, multinationals?» asks Row but most are. Garrote expresshani to trash the myth that Qa tar is only for the big boys. Aces the feeling shared by many. «We would need the opening of cording to him, there are sectors a commercial office. Even Oman, that desperately need the Span with less business, has one; here ish know-how and he offers two we still depend on Dubai!» Remi examples: the service sector and Rowhani, Managing Director of construction subcontractors. Oatar Chamber, backs this the-«But to be taken into account ory and states it every time the make sure you create a joint-ven existing trade deficit between ture with a Oatari company. The Spain and the emirate is laid on latter needs the experience and the table, mainly due to Spancan open doors for the most adish import of Liquefied Natu ministrative aspects». Spanish ral Gas (LNG) from Qatar. «Each firms react on the side, stating 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 Oataris tive in Oatar and it is not. We mere commission agents. But are here to serve you. Organize their advice is to follow recoma Spain-Oatar forum and culmendations. According to David tural events, send commercial Guilabert, Group Chief Corpodelegations, 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

HEARD IN QATAR

Grupo Puentes y Calzadas

«It's getting late to come to

Javier Villahermosa, Responsible

Oatar... If it's not too late already»

«In 2014, we were awarded out first

contract, valued at €65 million, from

Ashghal, the equivalent to the Oata-

ri Ministry of Public Works. We are also

prequalified within their program for lo-

national companies where the contract

volumes are between €50 and €200

million. It took us two years after set-

ting up our office in the emirate. No ma-

ior 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 Oatar... if it's not too late

already. One of the rigmaroles is con-

tracting foreign labour force. Once the

contract has been awarded - and consi-

dering there is no unemployment in Oa-

tar - the company has to request a de-

termined 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 Oatar's foreign po

licy prevails over your requirements. In

the sector, we all know it's complicated

employing Indians, for example; it is the

most numerous nationality in Oatar and

they try to avoid saturation. Once the

number of visas has been confirmed, you

can start the hiring process either throu-

gh an employment agency or directly in

the countries they have assigned. Wa-

ges? Bearing in mind that there is no mi-

nimum wage the market dictates sala-

ries. I don't want to be insensitive on this

are very low, but what the workers recei-

ve is well above the wages in their coun-

try of origin in Asia. Immigrating to Oatar

allows them to maintain their families».

for Middle East and North Africa,

to Spain. In most parts of the world, you have to walk: in Oatar you have to run. People ring my doorbell every day», assures Rowhani. «Take Germany and its monthly delegations to our country as an example. They push and



Remi Rowhani, GM at Qatar Chamber.

architect from Bilbao working for Deutsche Bahn in Oatar Bail 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 final ly 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

Nobody seems to know why, but Geographic distribution of the works of spanish companies in Qatar



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

most diversified private groups in the emirate, «the first question they ask you in Qatar is who your local partner is. Here, not only do you have to develop the construction sector, but three areas their neighbors lack; education is grossly overlooked».

and research, health and sports. In this region, that puts them in the lead». One last piece of advice from Rowhani? «Remember you are coming to a foreign country Unfortunately, in many cases, this

the first Spanish engineer registered in Oa-

A divided city

David Quintanilla, Accounts llion dollar question. Generations of Qataris will need time. I've seen it in Bilbao, also Manager in DBC a small city with everything at hand. The «There are many opportunitie average European city is a model to follow: for small and medium sized self-sufficient, well connected thanks to companies with know-how in public transport and making sure that buservices» ses and underground are complementary.

"The infrastructure sector makes the Doha is made up of a set of neighborhoods most noise in Oatar. There is an imporlike «islands» that can only be reached by tant call effect and there is a lot of comcar. The Doha Metro will bring the urban petition. Approximately 250,000 expats fabric together to join and connect a divical roads in the category assigned to live in the emirate and they enjoy an imded city. It will be a safe, timely and comjoint-ventures between Qatari and inter- portant income per capita. That populafortable system». tion segment is growing very fast. Soon it will reach 400.000 and all types of servi «Doha is made up of a ces are needed. There is ample space for small and medium sized European compaset of neighborhoods like nies with special know-how in auxiliary ser-'islands' that can only be vices such as real estate, health care, beau reached by car. The Doha ty education events: from gala dinners to campuses for children. Every day I see how Metro will bring the urban

European companies with 30-50 emplo fabric together to join and yees arrive in Qatar. The commercial dele gations from countries with which we work connect a divided city. It like Austria, Great Britain, Canada or Argen will be a safe, timely and tina are constant. I don't see a narallel ac comfortable system». tivity with Spain and Spain could compete perfectly. What will they achieve here? In a short period, reaching a higher turnover

Jaime López Calderón. Local Qatar than in their own country» Coordinator for SENER, independent checker on the Lusail LRT (Light Rail Agustín Arizti, Senior Architect at Transit) DB International, in Oatar Rail

Southeast Asian engineering to reduce costs in Oata

«If you look at the nictures from the «There is a concept in Oatar that we are 1960s, Doha was the size of Segovia, winot used to in Spain; these are the lowthout its wonders; some fortifications, the cost engineering companies. Up until now British Governor's building and the seafront the Anglo-Saxons had no competition in a boardwalk-Corniche-that was a fishermarket that was part of their scope of inman wharf with a few scattered houses fluence (old British protectorate); top level There was no architecture, no city. Doha is engineering firms have only recently arridiscouraging because it is so car oriented. ved and this has forced them to restrucissue. For our European mentality they it continues to grow and is about to collapse. This also means that the subway that ture their costs by contracting engineers we are designing in Doha is a necessary from Southeast Asia, who are less expeninfrastructure for the Oatari society. Whesive and make up most of their current ther or not the Oataris will use it is a mistructure», explains Jaime López Calderón.

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 gualifications between the Oatari and the Spanish system. In Oatar 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-whe re I graduated-nor the Madrid Politechn cal 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 were essential to obtain the documents required by the Oatari Government. These processes as well as the documents gene rated have been very useful for later registrations for Spanish engineers in Qatar.

Elbio Gómez. Director at Chapman Taylor

An architect's opinior

«My message is for politicians who have the capacity to influence the future in the labor market. I have spent many years in Spain. I almost feel Spanish. There are many young people who will never have the possibility of working on the Iberian Peninsula and who look for a future abroad; and although it is a good experience it is not necessarily what one would have chosen. There are terrible situations for architects between 40-50 years of age with families who have no other option ... verv valuable architects at the age of 50 in complicated situations. That destroys a nation The experience in other countries has to be studied to try and achieve accentable sustainable economic growth»

ast fall, a senior executive visiting Doha whispered hat of late, doing busines with Qatar was frowned upon however, strolling around Doha is enough to verify that the en tire world has economic tie with the emirate. People are talk ing about the infrastructure sec tor and Spain is no exception Since 2003 when Isolux won a tender to build an initial sub-sta tion. Spanish firms have bee granted projects worth some £9.6 bn Half of these in the pas two years, and despite the com petition that is «furiously lurking around the corner», as some de clare. 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 Ac ciona Ingeniería are there, bu try to go unnoticed. And beside them the major, world-class and regional construction compa nies: HLG, an subsidiary of ACS QDVC, joint-venture between Oatari Diar and Vinci Skanska Hyundai, FCC, Samsung, Bech tel, OHL, Sacyr, Urbacom, Bin ladin, Arabtec, MidMac...Also there is a place for smaller com nanies such as Ceinsa Grund Puentes y Calzadas, Collosa and Harinsa Qatar. The trajectory of this latter-a subsidiary of Eci sa from Alicante-has been one of the most successful in the emirate and Oatar is already its first market in terms of turno ver. Last November, Ecisa an nounced that Al-Alfia Holdings a group linked to the Royal Oa tari family, had purchased a 25% stake in the Spanish holding company. The new partnership would facilitate the expansion o their activities in the oil and ga

sector.

		2005	Dona City Center - (5 notels, 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	2013
	_	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 AI Duhail and Umm Qarn	Kahramaa	64	2014
	13	2012	Reservoirs and pumping stations at AI 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
	15	2014		Total	3,294	2010
			(*) In alliance with Al Jaber Engineering			
			OHL	Client	Mill. €	Delivery
	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 Qatar Building Company	Total	3,100	
		Start	IBERDROLA	Client	Mill.€	Delivery
	18	2009		Mesaieed Power Co.	1,189	N/A
	10	2009	2000 MW combined cycle gas power plant in Mesaieed			IN/A
e				Total	1,189	
d		Start		Client	Mill. €	Delivery
s	19	2012	13 km of streets in Barzan Military Camp, Al Wajba (*)	PEO	40	2014
1;	20	2013	Two pedestrians bridges in Lusail City (*)	LREDC	28	2015
a	21	2014	A section of Doha Metro - Red line (**)	Qatar Rail	506	2019
1-	22	2015	Design, build and management of sewerage system in Al Dhakhira, for 10 years (***)	Ashghal	300	N/A
	~~	2013	(*) En alliance with Petroserv (**) In consortium with Archidoron, Yüksel & Petroserv	/ Grightin	300	11/0
s				Total	874	
ς-	_		(***) FCC Aqualia in consortium with Hyundai			
2-			ECISA HARINSA (*)	Client	Mill. €	Delivery
n.	23	2008	ABM Military College	PEO	37	2010
а	24	2008	Tracks and military training camp for ABM Military College	PEO	10	2009
1-	25	2008	Bilal Plaza	Sheikhh Nasser bin Abdullah al Thani	6	2010
n	26	2011	MV2 Data base	Oatar Foundation	67	2014
e	27	2011	MV3 Data base	Qatar Foundation	23	2013
st	-				-	
1-	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
g	30	2013	Workers camp and logistic center - vehicle maintenance	Sheikhh Nasser bin Abdullah al Thani	40	2015
<u>)</u> -	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
s.	33	2014	Completion of Tower 10 in Porto Arabia (The Pearl)	The Land Company	8	2015
g	34	2014	Completion of Tower 2 in Porto Arabia (The Pearl)	The Land Company	8	2015
n	35	2014	JW Marriott Hotel		200	2015
r.	30	2014		Daphne Hotels Company		2017
s,			(*) Qatari sponsor: Khaled Sultan Al Marzouqi. Qatari Al Alfia Holding owns 25% of Ecisa	Total	660	
r,		Start	ISOLUX CORSAN	Client	Mill. €	Delivery
e	36	2003	Transmission Network Reinforcement Works and Replacement of Leaking Oil Filled Cables	N/A	40	N/A
s	37	2008	Qatar Power Transimission System Expansion Phase VIII 66 kV substations	Kahramaa	128	N/A
2-			SACYR	Client	Mill. €	Delivery
it	38	2013		Ashghal	70	2014
			22,7 km of local roads and streets (Bani Hajer), in Al Rayyan (*)			
le	39	2014	20 km of local roads and infrastructure in Al Khessa, Al Dayeen (*)	Ashghal	65	2015
d			(*) In alliance with Combined Group Company	Total	135	
1-		Start	COLLOSA	Client	Mill. €	Delivery
S,	40	2013	Villas, bus parkings facilities, accommodation building & storage area (*)	Mowasalat and others	34.5	2013-17
n	41	2015	Construction of basement, ground floor and 1st floor. Ain Khalid Bus station	Mowasalat	37.5	2017
a,	-41	2015				2011
1-			(*) Several projects for different clients	Total	72	
- 1-		Start	GRUPO PUENTES	Client	Mill. €	Delivery
1- D,	42	2014	24 km of streets (12-30 m width) and infrastructure of North part of New Slata	Ashghal	65	2016
), 1-				Total	65	
		Start	CEINSA	Client	Mill. €	Delivery
0	42					
d	43	2014	Yacht Club in Lusail City (*)	LREDC	19.3	2016
of			(*) In alliance with Al Jaber Engineering	Total	19.3	
i-		Start	GRUPO TERRATEST (*)	Client	Mill. €	Delivery
e	44	2012	Microtunneling for refurbishing pumping station . Phase 8	Ashghal	0.225	2012
e	45	2013	Microtunneling for pipe routing PCK-E9 in Ras Laffan and further extension	Gasal	0.428	2014
s	46	2013	Microtunneling for Al Khor sewerage extension CP-707	Ashghal	1.8	2015
)-	47	_				
í-		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
s,	49	2014	Microtunneling for third party interconnection facilities in Ras Laffan	Dolphin Energy	0.404	2014
1-	50	2015	Microtunneling for pumping stations PS-16N in Doha	Ashghal	4.45	2016
%			(*) Subcontractor	Total	7.914	
g		Start	SENER	Client	Mill. €	Delivery
р					374(*)	2016
of	51					
71	51	2010	Independent checker and site supervision in the LRT, Lusail City (*)	QDVC		2010
is	51	2010	Independent checker and site supervision in the LKI, Lusail City (*) (*) Total value of current works awarded to QDVC. Not added to the grand total	Total	374	2010
	51	2010				2010

Construction in and around Qatar

2 2005 Doha City Center - (5 hotels, 3 of them pending delivery)

Start HLG (Grupo ACS)

1 N/A Dubai Doha Tower

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

OATAR I SATURDAY JANUARY 17 2015 I EL ECONOMISTA

«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 ourous skylines that identify this office infrastructure and staff. capital. They set up shop in Qatar There are no bargains in Oatar». well before the 2022 FIFA World Cup was granted. When in Dewarns Jaime Martínez Martín. General Manager of Terratest, the cember of 2010 FIFA confirmed only subcontractor from Spain in the event, it was time for them to the emirate, specializing in the move in. Now, most of the comgeo-technical and microtunneling pany's efforts focus on Ashghal fields. «The market has no confiroad and drainage programs as dence in newcomers. I have seen well as the mega reservoirs and companies come and go because pumping stations. As it grows, so they have failed to assess the time does its need for equipment and staff, «We have three tunnel borand effort necessary to mature. That is a waste of money», he ex- ing machines. In a few months in the negotiation.

IÑIGO SATRÚSTEGUI, Q 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

The World Health Organization (WHO) estimates that there are seven million deaths a year due to atmospheric pollution. In 2014 Qatar 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 pas sages 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 that air quality has on people's health. «When one is unaware of the problem, it is difficult to sell the solution»

Importing business to Oatar

In 2011, the Sheikh and owner of Petroserv, the Qatari construction company that in 2014 Harinsa—subsidary acquired in Oatar 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. «Now, the group has a turnover



Qatar's gas industry, managed

by Oatar Petroleum, «Attaining

work takes time and profits even

more», explains Mr. Martinez, but

he admits that when a client ap-

preciates a company it is then that

price competition is no longer key

«Indoor air pollution can

be five times higher than

buildings are subject to annu-

al air quality verification and the

aws regarding technical instal-

outdoor air pollution»

«The market has no confidence in newcomers. I have seen companies come and go because they have failed to assess the time and effort necessary to mature. That is a waste of money»

over 70 km of lateral interceptor sewers, as well as more than 70 km of treated sewage effluent reurn mains and pump stations. From Catar Terratest is scout

ing out the Arab horizon. The company that was recently pur IDRIS -a €2.3 billion program to chased by a venture capital fund provide a long-term wastewater owned by the owner of the Detroit Pistons, has fresh cash to attain high-flying goals: «depending on a single country means that you are exposed to market fluc tuations», remarks Mr. Martínez. That is why he is studying future nel of deep main trunk sewer and possibilities in the region.

FRANCISCO GARROTE. PRESIDENT OF THE SPANISH BUSINESS COUNCIL (SBC)

«In Qatar, the real boom starts now»

Francisco Garrote has been in

Qatar for 15 years. He is the «These seven years prior President of the Spanish Busito the 2022 FIFA World Cup ness Council (SBC) and partwill be an impressive race» ner of Seattle Trading & Contracting, the first Spanish firm registered in Oatar back in

1998. It offers a number of serthe SBC; «we want to become a vices, including consultancy, Chamber of Commerce to have human resources and real esgreater influence and lobbying tate. «We lost money the first capacity. Oatar likes to move three years. The boom in Oatar with institutions. We achieve imand the fruits (of our work) are portance under the sponsorship coming in now», he assures, of Spain's Embassy. These sev



Francisco Garrote

As a representative of Spanen years prior to the 2022 FIFA 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 participatlot to do. For example, Ashghal ed in tenders worth €6 billion Oatar'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 no of these was in 2003 when Isolux 2022 but 2030, in line with the Qatar National Vision (QNV), to was granted its first substation for \$40 million (US). Since become an advanced nation by this past fall, Garrote presides then»

OATAR I SATURDAY JANUARY 17 2015 I ELECONOMISTA

HENDRIK MEIMA, CEO OF CEINSA CONSTRUCTION WLL

«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 sustain able metropolis by Qatari Diar, the investment arm of Oatar'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-slight ly less than the Moncloa- Aravaca district in Madrid, which covers 44.93 km2-Lusail will have



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

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 Hendrik Meima

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 this 800,000 m2 of commercial space. As a comparative example: the largest shopping mall, Built to be admired cultural and recreational center in Spain is Puerto Venecia, in Zaragoza boasting 206,000 m2. The Qatar development will connect the various neighborhoods with canals that flow into the sea, a light railway—which is being supervised by SENER-pedestrian walkways such as the two being built by FCC, a golf course and a long list of services for the inhabitants. Some 80,000 people are expected to visit Lusail daily. Two years ago, the future city was but a project and a huge stretch of land. Currently,

projects with a volume ranging between €50 and €200 million» 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 Oatar 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 Oatar and its people», he

ways work with a local partner and without rushing things, assess your options to avoid making mistakes when it comes to decision-making»

states. Recommendations? «Al-

simultaneously at a good pace. Solid contracts In Qatar, lump sum agreements

will be working there to execute prevail To submit abnormalits project, which is carried out as ly low bids to win a project and a joint-venture with the local firm later ask the client for a higher Al Jaber Trading & Contracting. markup in order to cover unfore seen contingencies is unthinkable here-something that has been

Over the next 18 months, Ceinsa

The Yacht Club is-as the client common practice in Spain in reexpected-an iconic project and cent decades. «Beforehand, you a building to be admired in the have to accept the project consame city where the stadium for ditions regarding deadlines and the opening and closing of the costs. The client understands FIFA 2022 World Cup will also be that he has contracted with the built. Ceinsa entrusted the task of best engineering firms and the designing the venue to the Mabest consultants in the world. Qa drid office of international architar organized the Asian Games tect firm Chapman Taylor. in 2006; management improve For Hendrik Meima, the ments had to be made. Now, the

Dutch CEO of Ceinsa Construccountry is well packed to have tion WLL, «in this Arab couneverything ready for World Cup in 2022. Additional costs try, there are a lot of projects and 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 or

construction companies proven its international experience Along the years Ceinsa has when it comes to executing hospi undertaken infrastructure and tal turn-key projects, explains Mr building projects: it has built Meima. The company has been pregualified for a number of ten hospitals, high-speed railways, ders and is waiting to be awarded expressways, sports centers and the list continues. Aside from new projects in the emirate the vacht club, both Mr. Mei-Last summer, Al Jaber Engi ma and the CEO of the main ofneering, that also works with oth er Spanish companies such as

fice seek projects in Qatar with high technical requirements, in HLG, a subsidiary of ACS, was which the firm stands out from awarded a contract to develop existing competitors, and in conall of the infrastructures for the Seef Lusail North Front and Wasortiums with «robust» companies- provided by their local terfront Commercial Districts in partner-to build hospitals, high-Lusail City. Objectively, this will open new possibilities for Ceinsa

«It is hard to live in Oatar. executive-as with any of the companies involved-is absolute We demand a lot and at a and in line with the practices of frenetic pace. Despite the the Oatari authorities who don't sacrifice, the Spanish team like companies that count their chickens before they are hatched. works as one and turns What worries Mr. Meima most any project into a reality. right now? «My team. The un-They are well-trained employment rate in Spain means that they are here due to necesprofessionals» sity. They have left families, children, wives, partners behind They are alone and it is hard for them in Oatar. We demand a lot

however, the secrecy of the Dutch

ways and other unique designs and construction projects, such and at a frenetic pace. Despite the as the vacht club. Among these sacrifice, the Spanish team works is Ashghal Expressway Program, as one and turns any project into or some of the hospitals that Qaa reality. They are well-trained tar has up for tender. «Ceinsa has professionals»



Íñigo Satrústegu of approximately €100 million and we will end 2014 with a portfolio of about €230 million». The

Sheikh wanted a member of Aire Limpio management board to be the one to set it all up in Oatar and Satrústegui, who had been working in the firm for 12 years volunteered. «According to the Environmental Protection Agencv 95% of our time is spent indoors. In Oatar, it reaches 98%. If in addition to that you add the dependency upon air-conditioning, it is obvious that there is leeway and market for improve ment». Several contracts arose. and Petroserv became the main shareholder. Advancing is far from easy. «In Qatar, there is no

«According to the Environmental Protection Agency, 95% of our time is spent indoors. In Oatar, it reaches 98%»

lations have very demanding requirements. Oatar has none of this». To facilitate it, he encouraged the authorities to create the Health Buildings Interest Group, in which he is the President with

the vice-president being the Director of Environmental Health at Oatar Foundation (OF). From there a dozen companies are working to raise awareness and recommend the implementation of adequate guidelines. When it comes to measuring air quality, the public sector has

been the company's main customer, but to implement solutions, it is the private sector with whom more contracts have been signed. In the future, Mr. Satrústegui sees a growing market that includes the hospital sector and soccer stadiums, «A hospital has the same contamination sources as any 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 breakeven point-we are here to stav and expand in the region»

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 tunHAMAD 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

Katara is the ancient name given -ANSWER: The strategy for any to Qatar by mapmaker Claudiof our three fields of activityus Ptolemy in the 2nd century. It hotel ownership, managemen was the inspiration for the new and promotion-is to invest and identity of what was originally create a collection of unparal Oatar National Hotels, the netleled properties in key interna work of state-owned hotels now tional venues. Spain is a mar known as Katara Hospitality. ket where we have just arrived The firm belongs to Qatar Hold-We know the country as a leader ing, the investment arm of Qatourist destination on the inter tar Sovereign Wealth Fund, Tonational scene, and that opinion day it stands for luxury as owner, is seen in our decision to in developer and operator of hovest in the InterContinental Hotels both in Oatar and abroad. tel in Madrid. With 30 properties Its portfolio contains a number currently operational or under of legendary names, including development, international hothe Baffles Hotel in Singapore tels make up more than 63% of and Le Roval Monceau-Raffles our portfolio. Our investment in Paris. Its goal to have thirin Spanish hospitality market ty hotels by 2016 was reached makes up more than 5% of our in 2014 with the purchase of five international hotel collection new properties managed by In--O: According to the World Tour ism Organization (WTO), headterContinental in the Netherlands, Rome, Cannes, Frankfurt quartered in Madrid, Spain is and Madrid. The company's new one of the most sought after mar strategy is to double that numkets as a sound source of tourism Spaniards spend some \$17 billion



«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?



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

«As we have expanded our footprint into Spain, (USD) a year traveling abroad we will consider FITUR as for recreational purposes. In this sense, just how important is a potential tourism fair to attend in the future» -A: The properties of our international portfolio are true hos-

pitality icons that have set the standards for the industry and Authority), Katara Hospitality attract tourists from all over the you all seem to prefer Barceloworld. We are sure that visitors na, thus leaving Madrid in secfrom Spain will enjoy our winond place. Acquiring InterConning combination of rich hospi tinental Hotel Madrid has been tality heritage and luxurious and though the first step forward modern facilities than our hotels. Do you have a strategy for Madrid, or was it a simple matter -Q: When it comes to Spain, of chance that this property was Oatar, OTA (Oatar Tourism part of an agreement with a pri-

Qatar Sovereign Wealth Fund and its ties with Spain

offer their quets.



vate investor who sold you the main open to opportunities in 5-hotel package of InterConti-Barcelona Madrid and other nental assets? cities in Spain, given that they -A: The decision to invest in each are in line with our overall ethos

of our international properties is and brand values jointly driven by the specifics of -Q: The InterContinental Hotel in Madrid is in an exceptiona the hotel under consideration as well as the market it is located in. location: however, it is nei-We are continuously looking to ther the most iconic nor the invest in a collection of unique most luxurious in its five-sta properties in key sought-after category. Do you have plans to international locations that also increase its reputation?

make solid business sense from -A: It is a valuable addi an investment perspective. When tion to our global portfolio acquiring a new property, we alof iconic properties that have set the standards in the indus ways look for something special. something extraordinary that try. It has allowed us to establish sets that hotel apart. Following our presence in the Spanish hothe investment in the InterContel market. We will be looking to tinental Madrid last year, we reenhance future marketing plans for this property to further at tract tourists and visitors from

all over the world to this hospi tality gem

-Q: FITUR is just around the cor ner. 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 Qatar; 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?

-A: We cannot comment on be half of other organizations, including Qatar Tourism Authority (QTA). From Katara Hospitality's perspective, we attend a num ber 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 poten tial tourism fair to attend in the future

OATAR I SATURDAY JANUARY 17 2015 I ELECONOMISTA

Melia's first hotel in Qatar opens today in Doha

By 2022, Qatar will need to have 60,000 hotel rooms ready to meet FIFA requirements

«Our competitors are top notch, but we know we can make the grade», confirms Angel Lobo, the Meliá Doha pre-opening General Manager. It is the first Spanish hotel in the Majorcan chain in Oatar and it opens its doors to day. Its neighbors are five-star hotels in the West Bay area one of the most desirable districts due to the amount of ac tivity going on in there. In 2014 the Oatari 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 Oatari 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-

coin».

Qatar is taking things so

seriously that just seven

managed to secure three

World Championships:

Boxing in October 2015,

Gymnastics in 2018 and

Athletics in 2019

In 2014. the Oatari market had an occupancy rate of about 72%. according to a Deloitte report

tels in Oatar, 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 training the staff. There will be some 300 employees, most of whom are Asian immigrants.

7 million tourists for 2030 In recent years, major ho tel chains have landed in Oatar with a variety of strategies. Hilton General Manager, Adhan El Sebaev for example, states that they will be pioneers opening hotels outside of Doha. «We will have a resort on the border with Saudi Arabia, right at the sea, which is an advantage over others». In 2014, Qatar opened HIA,

its brand new Hamad Inter national Airport, managed by Oatar 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

Mireia Belmonte won 4 medals (2 World Records) at FINA Swimming World Championship (25 m.) at the Hamad Aquatic Center. Doha (Dec

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

«Oatar is a gift. The Oataris give became Asian Champions. Anthe best of themselves and I can other Spaniard, Iván Bravo, is the General Manager of Aspire, the only respond with the same commented this week Oatar Academy for Sports Ex-Valero Rivera, Spanish coach cellence. The football director is Roberto Olabe, former goalkeep of Oatar's National Handball Team just ahead of the 24th Men's er of Spanish soccer club Real So Handball World Championship ciedad. In 2014, the Under-16 and in Doha, In 2013, this Catalonian Under-19 teams, both with Spanearned gold for Spain. Next ish trainers, qualified for the first week, his Oatari team will have time for the Asian Cup, «We are to face Spain, where the defense a world power in sports, but in players and goalkeepers are al-Spain, there is a lack of resources. most the same as when he left In Oatar, we have those resources 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

the emirate. In 2014 and for the watchful eye of Sheikh Saoud Al-

first time, the Qatar handball team Thani, General Secretary of the

as well as world class facilities», explains José Blasi, a tennis trainer from Barcelona working in the emirate. Other athletes working there share his opinion. «You guys, the Spaniards, his own son. In the light of the have taken over Dohan 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 Oatari sports years away from the FIFA's authorities to make their capi-2022 World Cup, they have tal city a reference when hosting elite events. They are taking things so seriously that just seven years away from the FIFA's 2022 World Cup, they managed to secure three World Championships for Qatar: Boxing in October of this year, Gymnastics in 2018 and Athletics in 2019: also, interest has been shown for controversy that Qatar generother non-Olympic disciplines ates as the location for internasuch as Moto GP. And that is tional sports events, the Spanwithout considering Swimming ish coach of the Oatari team is World Cup - Short Course in Auan example of the important efgust and December of 2014 respectively. Mireia Belmonte from forts carried out by athletes and the elite from the world of sports



Read the full interviews on www.mymmerchan.com | Sport | 15

Saoud Al-Thani at Doha Goals.

plished objective.

Oatar Olympic Committee (OOC) who gave her the medals. Oatar 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 savis a common sight in Qa

> tar: he is one of the few racing drivers who have won the Moto GP World Championship on the Losail circuit. «Today, Qatar is one of the

best gualified countries thanks to its economic capacity, experience and political and so cial conviction to organize and host events as the world of sports deserves whatever the international competition; not only based on the sports category -of course including soccerbut even the Olympic Games. It is even better than countries that are generally considered experts in this field», states Juan José Morón, consultant for sports derestimated. That is an accomcompanies and FIFA Agent. The machinery is up and running

ing that there is no other country that has done more to market sports than Spain, and no better teams than Real Madrid and FC Barcelona. A member of the Qatar Sports Investment (OSI)-investment arm of the Oatar Sovereign Wealth Fund in the sports industry-whose signature appeared on the contract with FC Barcelona in 2010 assures that Barca was chosen because it was «simply the best». And further that although at the time, even Qatar thought it was an expensive investment, the impact that the sponsorship has had for the Spain broke two world records recognition of Qatar as a brand both for sports and the image of and won four medals under the throughout the world was un-

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

Spanish athletes are frequent

Muntajat A portfolio of products for a growing world.



With customers in more than 120 countries, Muntajat is proud to offer Qatar's chemical and petrochemical products to every corner of the globe. We deliver fertilisers to food producers and supply facilities around the world with the raw materials they need to keep the wheels of production turning.

To learn more about our portfolio of products and the services we provide, visit www.muntajat.qa.

Products that enrich the world

Chemicals | Polymers | Fertilisers

Qatar Chemical and Petrochemical Marketing and Distribution Company (Muntajat) Q.J.S.C. Contact us at: Chemicals@muntajat.qa - Polymers@muntajat.qa - Fertilisers@muntajat.qa www.muntajat.qa

