



مركز قطر للمال  
QATAR FINANCIAL CENTRE

# EXPAND YOUR BUSINESS TO QATAR

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Investment Seminar & Networking Reception



مركز قطر للمال  
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# OPENING WELCOME REMARKS

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Chief Strategy & Business Development Officer, QFC





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# QATAR NATIONAL VISION 2030

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Embassy of the State of Qatar in Japan

His Excellency Mr. Yousef Mohamed BILAL, Ambassador





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QATAR FINANCIAL CENTRE

# QATAR'S ECONOMIC OVERVIEW

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# Qatar's Economic Overview

The Bank of Tokyo-Mitsubishi UFJ, Ltd.  
Doha Office

30<sup>th</sup> November 2016



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# Qatar in the Middle East

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Qatar is located in the east coast of the Arabian Peninsula

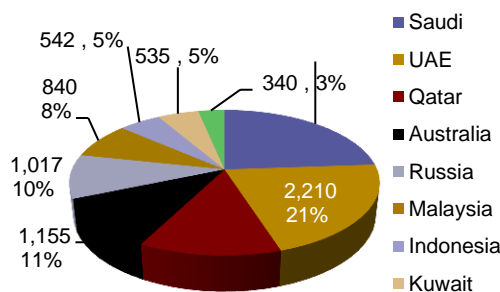


Source: destination360

# Qatar Overview

## Qatar is known as the largest LNG exporting country

- Independent from UK on 3<sup>rd</sup> Sep 1971
- Exporting oil started around 1940. Exporting LNG started in 1997
- Main source of income is from natural gas. Share one of the world biggest single national gas field, North Field with Iran. World 4<sup>th</sup> largest gas production (3<sup>rd</sup> in gas reserves). World top LNG exporter
- Al Jazeera Headquarter
- First Arab Host Country of FIFA World Cup in 2022
- Rating AA (S &P) , Politically stable



Source: Ministry of Economic, Trade and Industry, Iran

Qatar Overview						
Size:	11,427km2 (3% of total size of Japan, equivalent of Akita Prefecture)					
Capital:	Doha					
Location:	East of Arabian Peninsula (Pointy end of the peninsula in Persian gulf , Southern border facing Saudi )					
Climate:	North latitude 24.27~26.10 (South of Okinawa - North of Taiwan)					
Population:	Subtropical dry climate (40 degrees in summer and humidity reaches close to 100%)					
Language & Religion:	2.55 mn (Non-Qataris 90% ) as of Sep 2016					
Ratings:	Arabic is office language.. English widely spoken. • Muslim77.5% (Sunni) Christian 8.5%					
Currency:	Moody's (Aa2) / S&P (AA)					
	QAR Qatari Riyal( Pegged to USD since 1980, 1USD=3.64QAR / 1QAR=29.4 JPY as of 10.Nov 2016)					
Natural Gas Producing Countries in Comparison with Japan (World ranking)						
2015 Economic Index	Qatar	Iran	Russia	Turkmenistan	US	Japan
Gas Reserve cm³	24.5 tr (3)	34.0 tr (1)	32.3tr (2)	17.5 tr (4)	10.4 tr (5)	n.a.
Gas Production cm³	181.4 bn (4)	192.5 bn (3)	573.3 bn(2)	72.4 bn(11)	767.3 bn(1)	n.a.
Gas Consumption cm³	45.2 bn(19)	191.2 bn(4)	391.5 bn(2)	34.3 bn(31)	778.0 bn(1)	113.4 bn(5)
LNG Exports(*) mt	74.5 (1)	n.a.	10.2(n.a.)	n.a.	0.6(n.a.)	n.a.
Population mn	242	7,947	14,630	538	32,160	12,693
Nominal GDP/pp USD	76,576	4,877	9,055	6,622	55,805	32,486
GDP Real Growth %	3.3	0.03	-3.7	6.5	2.4	0.47
Ratings (Moody's/ S&P)	Aa2/ AA	n.a.	Ba1/BB+	n.a.	Aaa/ AA+	A1/ A+

(\*) Gas total exports (LNG only, excluding pipeline)  
 Source: BP, IMF estimates ( population, Nominal GDP per capita, Actual GDP growth rate), Moody's, S &P (Rating) as of 10 Nov 2016.

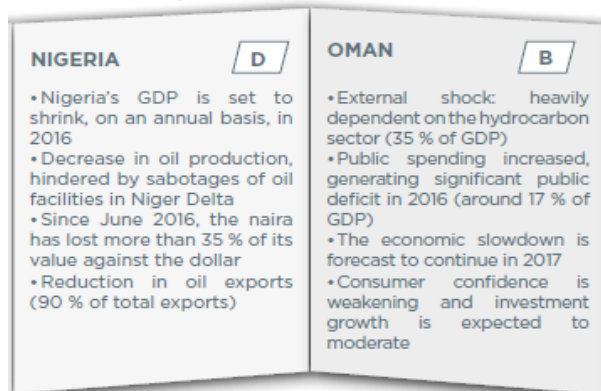


# Qatar's Risk Assessment

## Qatar has fostered a “quite acceptable” at risk assessment

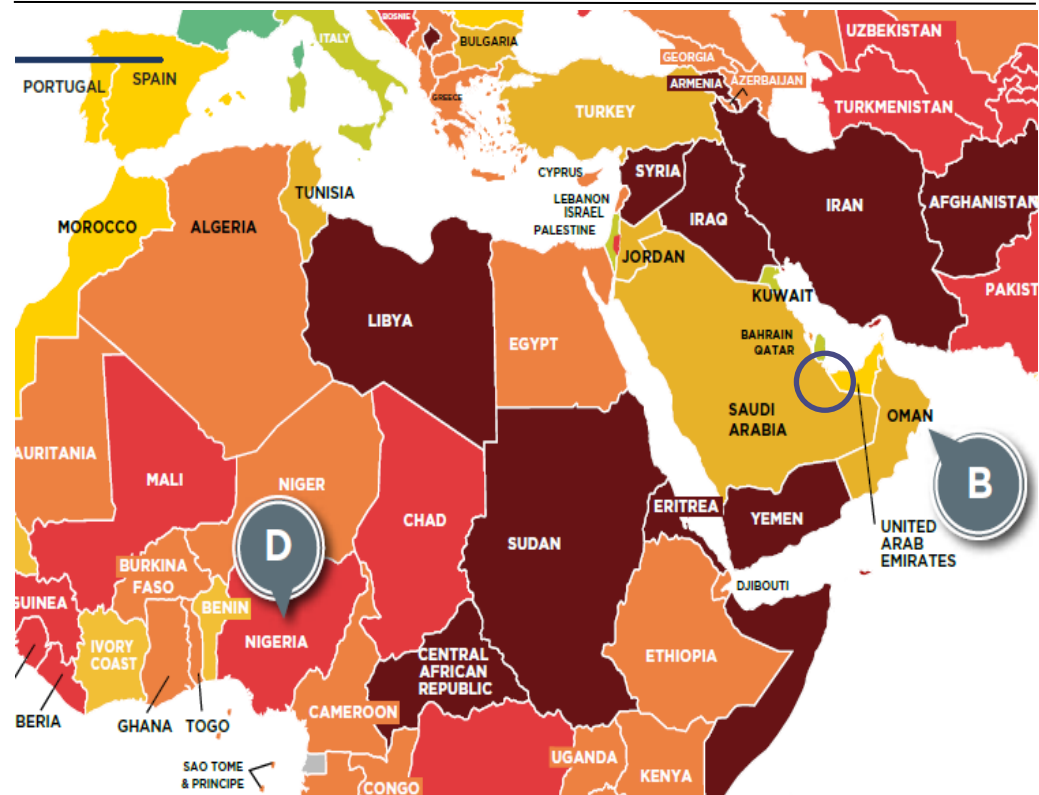
- Qatar has the lowest overall risk in the middle east - Quite acceptable risk at country risk assessment (same as Kuwait)
- Qatar's economic diversification - Government has committed to the investment of USD 24.9bn in the major projects including infrastructure, health service and education in 2016
- Stability of the regime of the Emir Tamim bin Hamad Al Thani
- Net external creditor, due to the size of its financial assets abroad – Qatar Investment Authority has assets of 335bn USD (est.) as of June 2016

Source: QIA Asset balance; Swinstitute



Source: COFACE

MENA Country Risk Assessment Map, 13.10.2016



Source: COFACE

# Qatar's Industrial Areas and Neighbouring Countries

It is important to know where Qatar's Industrial areas are located in its neighbourhood

Main industrial areas

## North Field Gas Reserves

- One of the world single largest gas field
- Share it with Iran
- Centre of Qatar's gas projects (Qatargas & Rasgas)

## Ras Laffan

- 80km north-east of Doha
- Site area, 106km<sup>2</sup>
- LNG purification, petrochemical & desalination plants etc.
- Dolphin project (construct pipeline connecting the world's largest LNG exporting port to UAE and Oman )

## Mesaieed

- 40km south of Doha
- Site area, 117km<sup>2</sup>
- Petrochemical, steel, NGL plants and refinery
- JV steel plant with Kobe Steel was taken over by the Qatar government in 1997.

## Dukhan

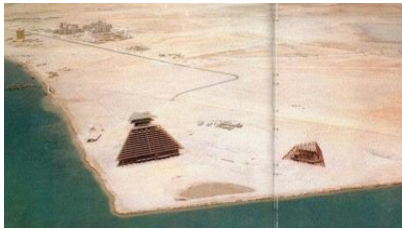
- 80km west of Doha
- Petroleum refining base (offshore and onshore oil field)



Source: Google Map

# Qatar's Transformation of Landscape

## Qatar's urban city development happened quite recently



Year	Event
1940	Discovery of onshore Dukhan oil field
1971	Independent from UK , Discovered gas field off the north east coast of Qatar (by Shell)
1972	Japan opened the Embassy to State of Qatar
1973	Qatar opened the Embassy to Japan
1992 May	Chubu Electric Power signed long-term off-take contract (25 years from 1997)
1993 Nov	Tragedy in Doha
Dec	Financial Plan for Qatargas I & II was finalized between J-EXIM and Bank of Tokyo, Industrial Bank of Japan, Fuji Bank, and Sakura Bank
1997	First LNG cargo shipped to Japan
2008 Apr	SMBC opened Doha office under QFC license
2009 Jan	BTMU opened Doha office under QFC license
2010 Dec	Announcement was made that Qatar would host FIFA World Cup 2022
2012	40 <sup>th</sup> Anniversary of Diplomatic Relation between Qatar and Japan
2019	World Championships
2022	FIFA World Cup
2023	FINA World Championships

Source: All photos are from Google Image

# “Dohattan” Skyscraper

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Source: All photos are from Google Image

# Aspire Park

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Source: All photos are from Google Image

# Education City in Qatar

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Education hub is one of the important Qatar's ambition. Education City has many prestigious universities' campuses.



Virginia Commonwealth University in Qatar  
School of the Arts (VCUQ)



Texas A & M University



Carnegie Mellon University



Northwestern University of Qatar



Qatar Foundation Headquarter



Weill Cornell Medical College in Qatar



Hamad bin Khalifa University



Education City Mosque



Qatar Faculty of Islamic Studies

Source: Google Image, JPW Consulting Group

# Events and Attractions in Qatar

Qatar is inviting many world-class sports events and developing attractive facilities

- Sports Events



2019 World Championships Athletics



2022 FIFA World Cup



2023 FINA World Championships



Qatar Total Open



Qatar ExxonMobil Open

- New City



Festival City



Education City



Lusail City

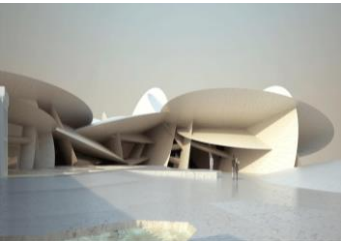


Entertainment City



Msheireb Downtown Doha

- Culture & Activities



National Museum of Qatar



Katara Cultural Village



Banana Island Resort



MotoGP Qatar



Golf Course

# Major Projects

The focus of investment spending has shifted to the non-hydrocarbon sector since 2011, particularly in the real estate and transportation sectors

Project	Sector	Budgete (USD bn)	End Date	Comments
Lusail Development	Construction	45.0	2022	Mixed-use and waterfront development to north of Doha. The lead developer is Qatari Diar, a QIA property investment fund.
Qatar Integrated Rail Project (QIRP)	Transport	40.0	2026	A total of 400km of mainline rail and 260km of metro and light rail are planned; most of this needs to be completed before the FIFIA 2022 World Cup commences.
Hamad International Airport	Transport	23.5	2020	The new airport become fully operational in May 2014 with capacity for 35m passengers. A second and third phase should increase capacity to 55m.
Ashghal - Expressway Programme	Transport	20.0	2018	30 major highway projects across Qatar are planned, including new and upgraded freeways, expressways and arterial roads.
Ashghal - Local Roads & Drainage Programme	Transport	14.6	2019	A network of roads, drainage, utilities and related infrastructure.193 roads(5,700 km roads) and drainage projects are planned.
Bul Hanine Field Redevelopment Project	Hydrocarbon	11.0	2022	QP aims to boost crude oil production in Qatar. Investment in new facilities is expected to double capacity to 90k b/d and extend the life of the field.
Barzan Gas Development	Hydrocarbon	10.3	2023	RasGas plans to increase gas supply to the domestic market to meet rising demand for power and other industrial uses. First production is expected this year.
Barwa Al Khor Development	Construction	10.0	2025	Mixed-use development to the north of Doha. Hotels, marina, golf course, shopping malls and residence will be built.
Water Security Mega Reservoirs	Utilities	7.7	2026	Qatar General Electricity & Water Corporation (Kahramaa) has launched projects to maintain 7 days of strategic water storage within its network.
Education City	Construction	7.5	2019	A university campus, schools, a science and technology park and associated facilities.
Hamad Port	Transport	7.4	2020	Port at south of Doha. The new port will have annual capacity of 1.7m tonnes of cargo, 1m tonnes of grains and 500,000 vehicles.
Pearl Qatar	Construction	7.0	2017	Ongoing development of reclaimed land near West Bay, Doha's business district.
Msheireb Development	Construction	5.5	2016	A mixed-use development project, which will house over 27,000 residents and includes commercial, retail, cultural and entertainment areas.

Source: MEED Projects



# Doha Metro

Doha Metro Project is in progress. Three lines are to be completed by 2019/2020



Source: Qatar Railway, Google Image  
Bank of Tokyo-Mitsubishi UFJ, Ltd.  
A member of MUFG, a global financial group

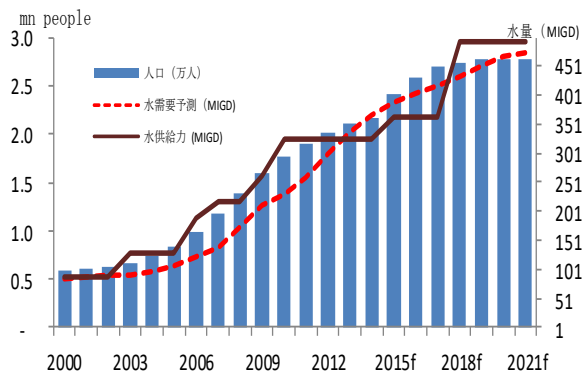


Source: Qatar Railway, Google Image, Meed

# Water Projects

## As population grows, demand for water supply rises

### Population



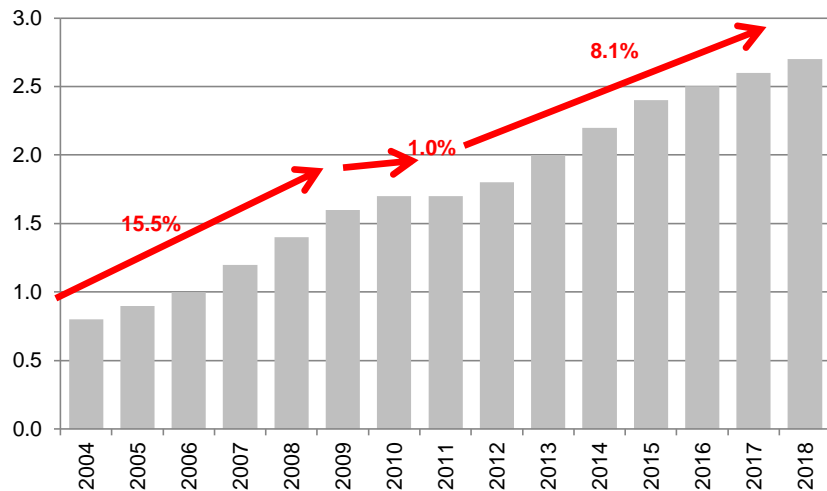
- Qatar population grew rapidly to 256 mn in 2016, from 55 mn in 1995, resulted from the development of the gas industry
- Government has been spending on housing, foods, medicals, schools, roads, water and sewerage and electricity supply
- Qatar with annual precipitation is 5 % of Japan, urges to secure water supply for the nation
- The establishment of water desalination facility, "Facility D" will reduce the fear of water shortage

Operation	Desalination Plant	Operator	MIGD	Japanese JV	Notes
1953	UK operated the first desalination plant		0.15	-	Musherib area
1963	Ras Abu Aboud		n.a.	-	-
1977	Ras Abu Fontas A		55	-	Ownership: QEWC
1990		QEWC		-	Power & Desalination
1995	Ras Abu Fontas B		33	-	Ownership: QEWC
2000		Kahramaa		-	Water supply & storage
2003	Ras Laffan A		40	-	IWPP
2006	Ras Laffan B (Q-Power)		60	Chubu Electric Power	IWPP
2007	Ras Abu Fontas B2		30	-	Ownership: QEWC
2009	Ras Abu Fontas A1		45	-	Ownership: QEWC
2010	Ras Laffan C (Ras Girtas)		63	Mitsui & Co, Chubu Electric Power	IWPP
2015	Ras Abu Fontas A2		36	Mitsubishi Corp.	IWPP
2018	Facility D		130	Mitsubishi Corp. , Tokyo Electric Power	IWPP
		合計	492		

# Population Growth and Cost of Living Index

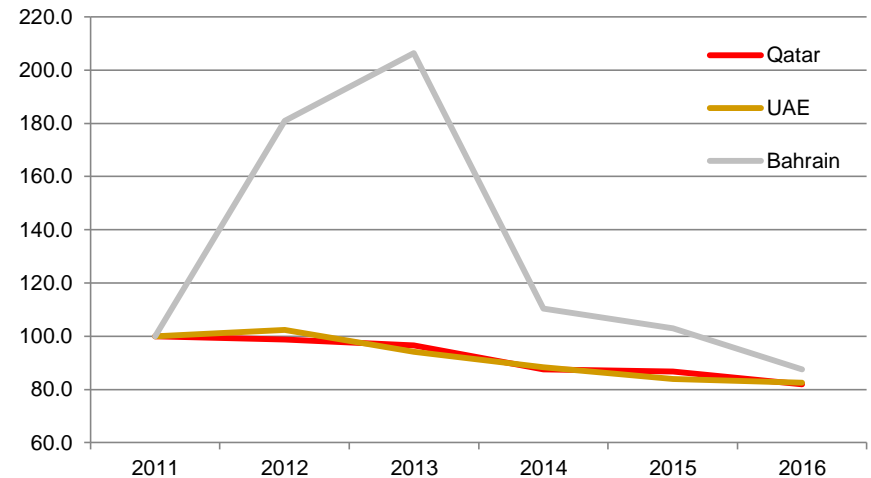
**Qatar's population growth remains strong as investment in projects and diversification draw in expatriate workers while the cost of living index suggests that Qatar is becoming a more affordable place to live and work**

**Population (m, Constant Average Growth Rates [CAGR])**



- Qatar's population grew at 9.6% from 2004-14 to reach 2.2m
- There were three distinct phases of expansion. First, there was an initial acceleration in growth to 15.5% per year from 2004-09 due to a large influx of expatriate workers related to the rapid expansion of the hydrocarbon sector
- Second, population growth then slowed to 1.0% per year in 2010-11 as the hydrocarbon expansion phase came to an end
- Third, in 2012-18, annual population growth picked up again to 8.1% as Qatar initiated a new phase of project spending geared towards diversification

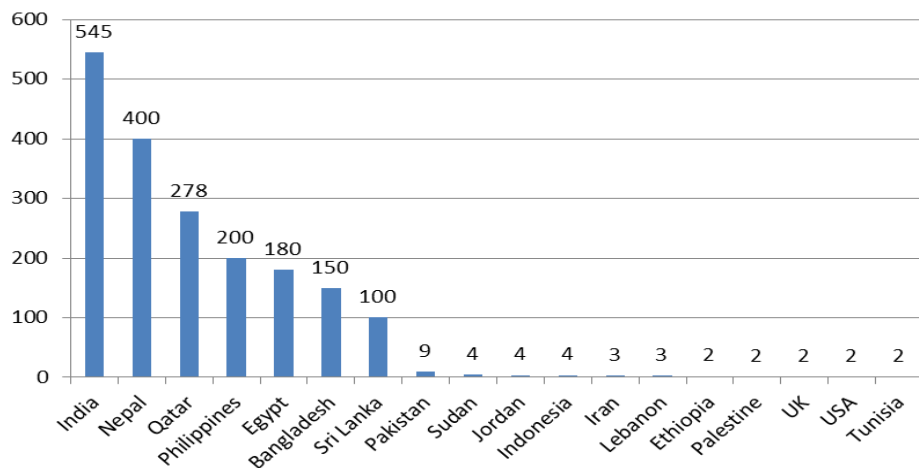
**Cost of Living Index (2011=100)**



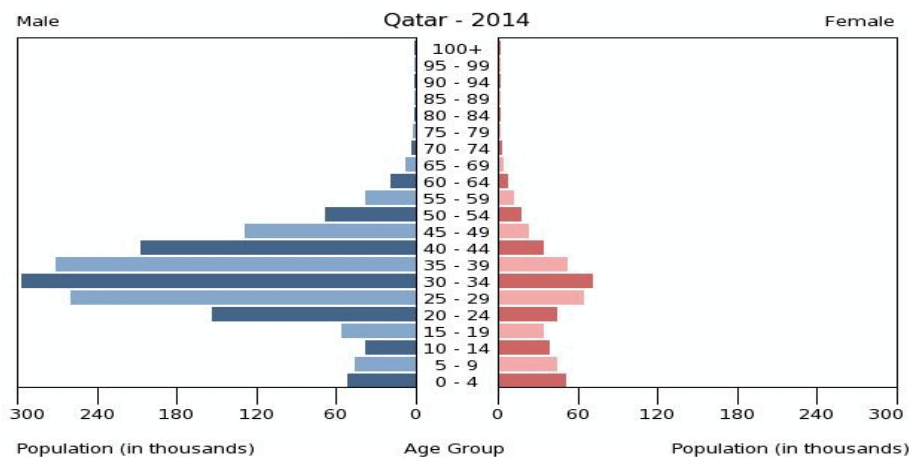
- Qatar's cost of living continues on a downward path, helped in part, due to favourable supply and demand dynamics, raising disposable incomes and in turn leading to higher consumption levels
- Qatar's fast growing economy and rapid population growth seem to justify a rapid increase in real estate prices, but the cost of living index has continued to fall over time
- Compared with its regional counterparts, Qatar still remains affordable and an attractive place to live and work

# Qatar's Population and Employment

## Non-Qataris, 90% of the population are sustaining Qatar's development, while Qatarization is being developed



Source: BP Magazine



Source: CIA World Fact Book

### Qatarization:

- Governmental initiative devised to increase the number of Qatari citizens employed in public and private sectors. The target is 50% of the workforce in the Industry and Energy sector. Qatarization is one of the focuses of the Qatar National Vision 2030

Labor Law is about to be changed	State of Qatar	Qatar Financial Centre (Privilege)
Employment (% of Qataris)	Target: 50% Qatar Petroleum, Dolphin Energy, Exxon Mobil, QEWC	No minimum requirement
Leave the country	To leave Qatar, the employee needs to inform his/her employer three days before and apply through Metrash 2 system (government portal) after 14 <sup>th</sup> Dec 2016.	Multiple Exit permit is granted. No application is required during the valid term of multiple exit permits to leave Qatar.

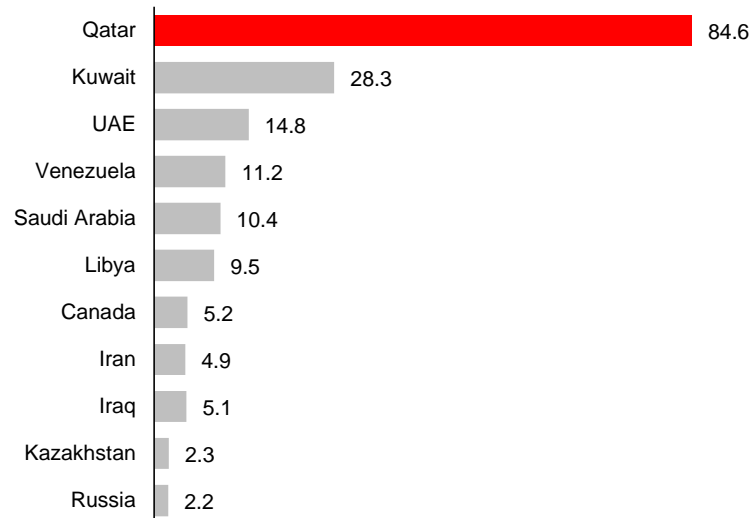
- Reform of Kafala (sponsorship) System is underway.
- The Wage Protection System (WPS) came into effect in Nov 2015. This system aims to ensure that employers fulfil their obligation of payment to employees
- After 14<sup>th</sup> Dec 2016, employees will no longer need to obtain exit permit for travel

Source: QFC, LEGAL REFORMS -ENTRY, EXIT & RESIDENCE by Kochery & Partners

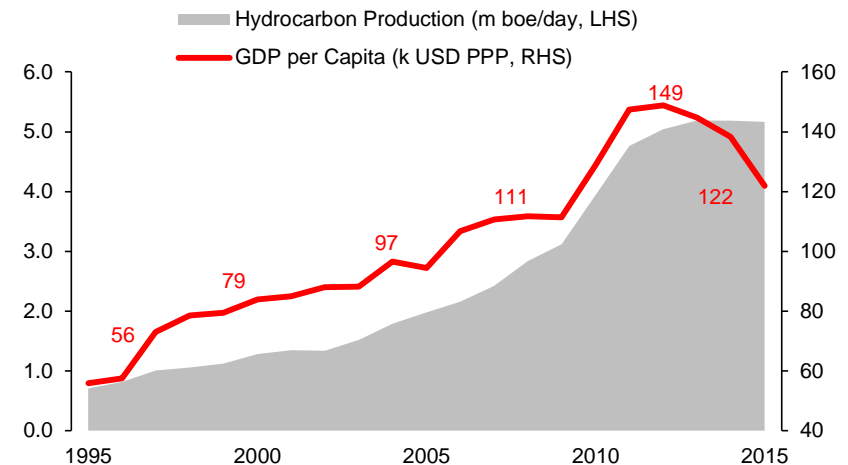
# Oil and Gas Wealth and GDP Per Capita

**Qatar's oil and gas wealth per capita is the highest in the world and the development of its natural gas reserves has driven its per capita income levels over time**

**Oil and Gas Reserves Per Capita for Major Oil Exporting Countries, 2014 (k, barrels of oil equivalent)**



**Qatar's Hydrocarbon Production and Per Capita GDP**



- Qatar is endowed with large hydrocarbon resources, especially in relation to the size of its population. Qatar has the third largest gas reserves in the world after Iran and Russia, estimated at 866tn cubic feet (cf)
- Qatar also has significant reserves of crude oil and condensates amounting to 1.5% of total proven world reserves. Proven gas, crude oil and condensate reserves totalled 188bn barrels of oil equivalent (boe) in 2014. This corresponds to 84.6k boe per capita, comfortably the highest in the world
- At current extraction rates, Qatar's proven gas reserves would last for another 138 years and oil reserves for 36 years

- Qatar invested heavily in liquefied natural gas (LNG) from the early 1990s. The sector experienced a rapid growth phase, particularly in the second half of the 2000s
- Qatar has pioneered LNG production technology and, as a result, it is the world's top LNG exporter (31% of market share in 2014)
- The development of the hydrocarbon sector has made Qatar the richest country in the world with GDP per capita at USD149k in 2012

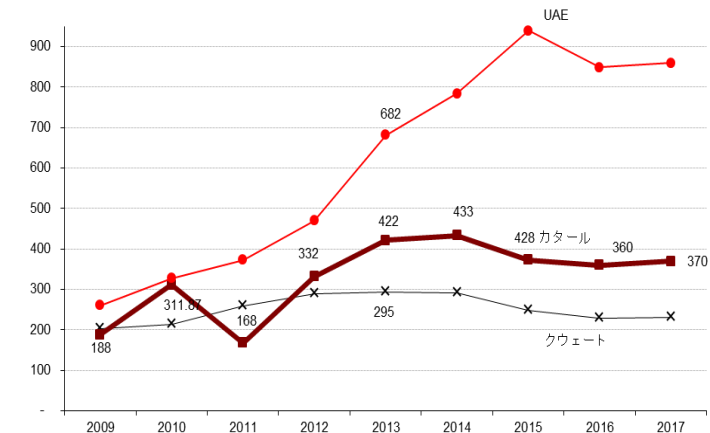
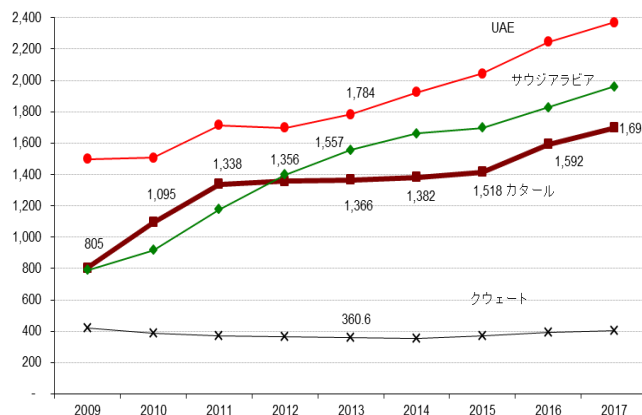
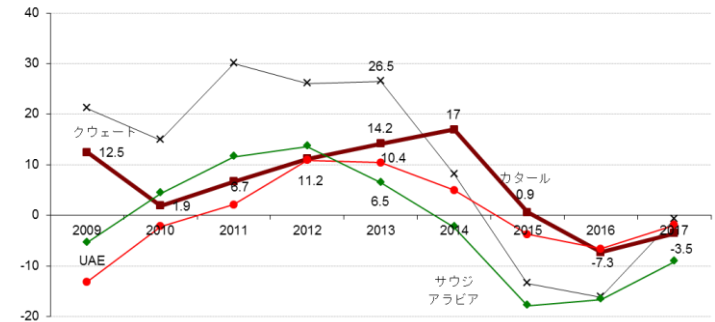
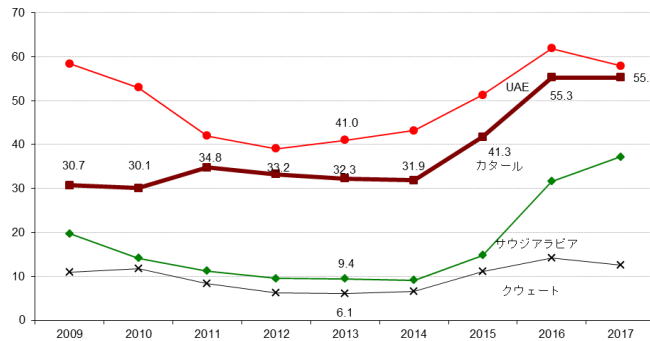
# Trends of GCC Countries' Financial Positions

## The prevailing lower oil price affects GCC countries financial positions

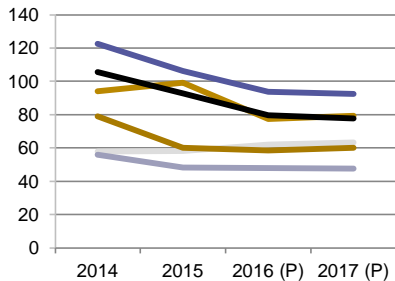
### Qatar's Financial Policy

- Government starts borrowing money again to pursue projects, resulting from lower oil price
- Demand for loanable funds is expected to increase for the investments in infrastructure projects. External debts are also expected to increase(EIU)
- Asset of Qatar Investment Authority is estimated at 335 USD bn. (JCIF)

Country	Rating (Moody's)
Qatar	Aa2
UAE	Aa2
Kuwait	Aa2
Saudi Arabia	A1



### Breakeven Oil Price



■ Bahrain ■ Oman ■ Qatar  
■ Saudi ■ Kuwait ■ UAE

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A member of MUFG, a global financial group

Note: Net Public Debt: Actual; 2009 Saudi & 2009-11 Kuwait/ EIU forecasts; 2016-17 Kuwait, Qatar, UAE, Saudi. The rest is EIU estimates.  
Fiscal Balance: Actual; 2009-14/ EIU estimates; 2015/ EIU forecasts 2016-17  
External Debt: EIU estimates 2009-15/ EIU forecasts 2016-17

International Reserve: Actual 2009-15/ EIU forecasts 2016-17/ Figures in Saudi; 410 bn USD (2009), 445 bn USD (2010), 541 bn USD (2011), 657 bn USD (2012), 726 bn USD (2013), 732 bn USD (2014), 616 bn USD (2015), 554 bn USD (2016), 544 bn USD (2017)

Source: Oil breakeven: IMF as of October 2016. 2016 and 2017 are estimates, Data of other chars are from EIU



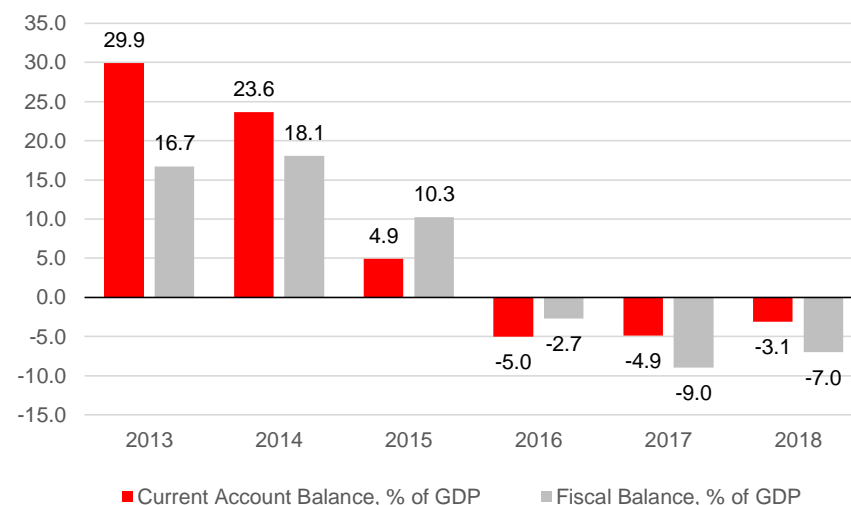
# Budget 2016, Current Account and Fiscal Balances

## Qatar's 2016 budget suggests consolidation and budget financing is expected to rise

Budget 2015 and 2016

Budget (USD bn)	2015	2016	Change, USD bn	Change, %
<b>Total Revenues</b>	<b>61.9</b>	<b>42.6</b>	<b>-19.1</b>	<b>-0.3</b>
<b>Total Expenditures</b>	<b>59.5</b>	<b>55.2</b>	<b>-4.3</b>	<b>-0.1</b>
Salaries and Wages	12.9	13.6	0.7	0.1
Current Expenditures	19.4	16.1	-3.3	-0.2
Minor Capex	3.3	1.0	-2.3	-0.7
Major Projects	23.8	24.9	1.1	0.0
<i>Infrastructure</i>		13.8		
<i>Health</i>		5.7		
<i>Education</i>		5.6		

Current Account and Fiscal Balances (% of GDP)



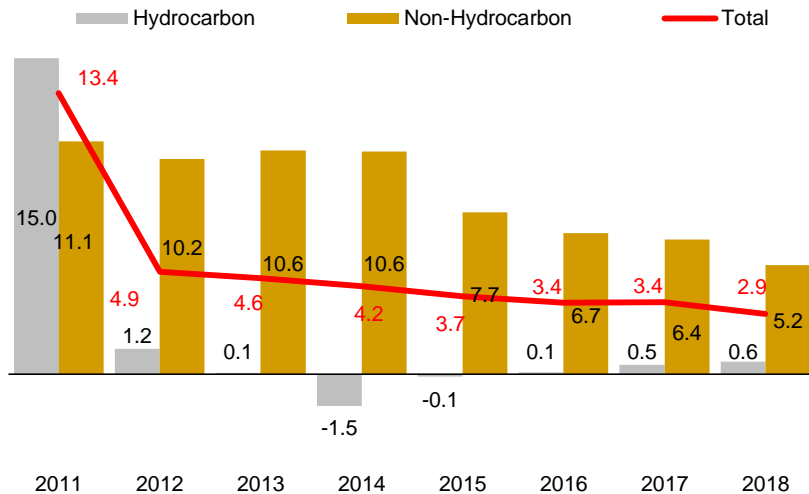
- Budget 2016 projects a fiscal deficit of -6.7% of GDP in 2016, based on an oil price assumption of USD48/barrel
- According to the Ministry of Finance, the 2016 fiscal deficit is expected to be financed through debt instruments in local and international markets and not include any income from international reserves or QIA investments
- Qatar raised USD 9bn Eurobonds after a five year absence and mandated MUFG(\*) and a number of global banks for a USD denominated securities sale
- The government emphasised in its 2016 budget of its commitment to sustaining spending in key sectors such as health, education and transport, as well as projects tied to the FIFA 2022 World Cup
- However, the government did cut its budgeted public expenditures for 2016, mainly in the form of lower current expenditures but public sector wages rose slightly
- These expenditure savings are already being offset by declines in revenues

Source: Budget 2015 and 2016; Qatar Ministry of Finance. Current Account and Fiscal Balance: IMF, Qatar Ministry of Development Planning and Statistics (MDPS), Qatar Ministry of Finance (\*) Refer to the slide page 20 & 21.

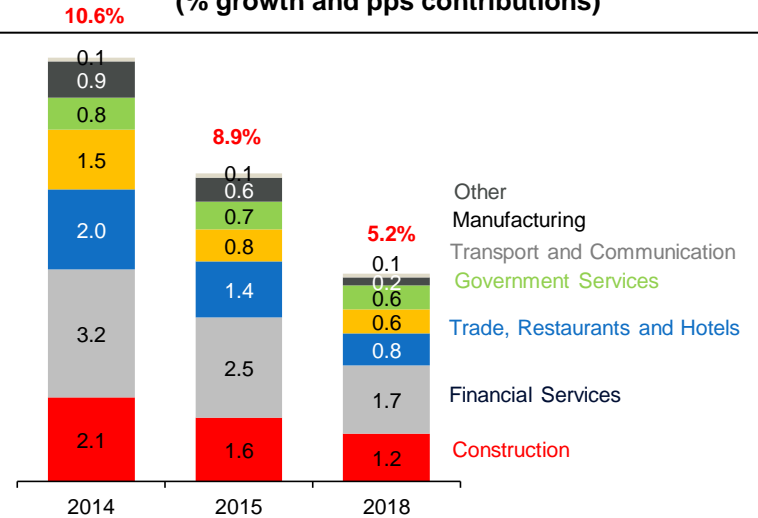
# Real GDP Growth and Key Contributors

**Qatar's economy continues to grow despite lower oil prices, driven by the non-hydrocarbon sector particularly in construction and financial services**

**Real GDP Growth (% , year-on-year)**



**Contributions to Non-Hydrocarbon Growth (% growth and pps contributions)**



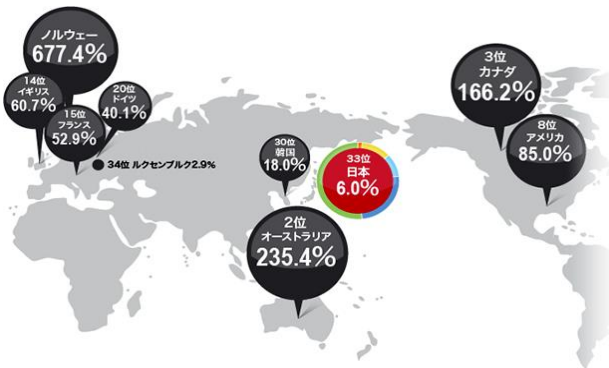
- Qatar's economy grew by 3.7% in 2015 with the non-hydrocarbon sector continuing to be the engine of growth, expanding by 7.7% while the hydrocarbon sector contracted by 0.1% mainly due to maturing oil fields
- Spending on major projects is the foundation of economic growth in Qatar, and this has continued apace, despite lower oil prices, as the government has re-affirmed its commitment to continue its investment programme
- Non-hydrocarbon sector growth is projected to remain strong, driven by investment spending and population growth; hydrocarbon production is expected to be broadly flat

- The largest contributors to real non-hydrocarbon GDP growth in 2014 were construction and financial services
- Construction expanded rapidly on the implementation of infrastructure projects. Construction activity is attracting a large number of expatriate workers, leading to near double-digit population growth in 2015
- Increased demand from investment spending and population growth is boosting the services sector, especially financial services, trade, hotels and restaurants and government services

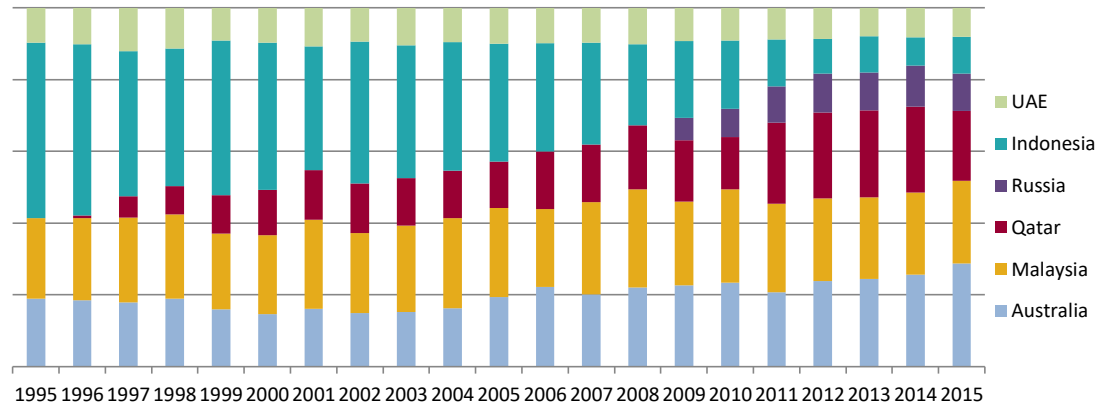


# Japan's Energy Dependency and Major Exporting Countries

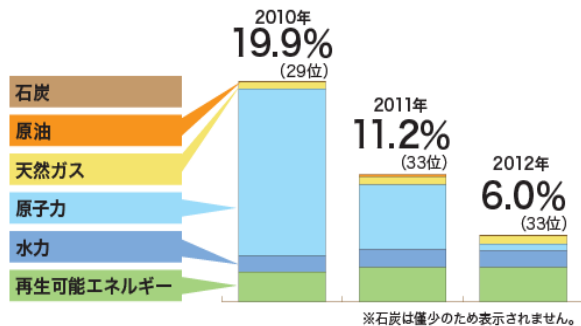
After the incident of Fukushima nuclear power plant, Japan relies on external suppliers of energy source. Qatar is the third largest exporter of oil and gas to Japan.



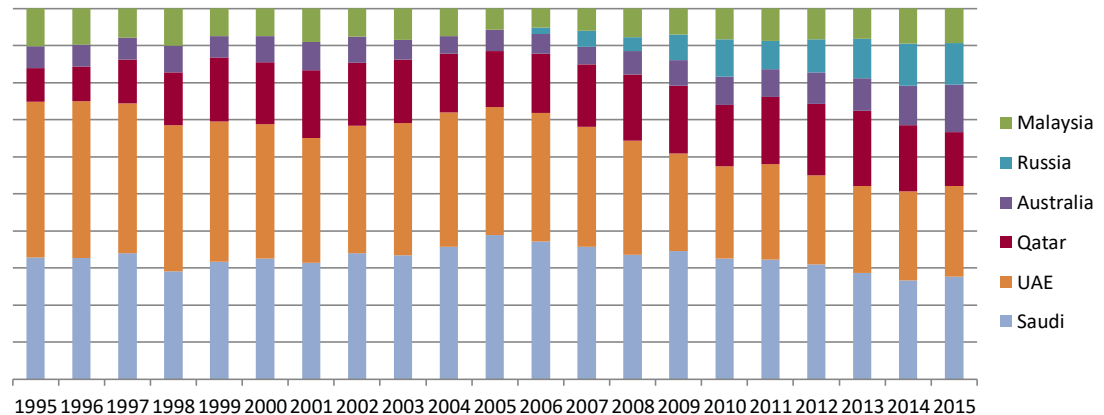
Source: Ministry of Economic, Trade and Industry



1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015



Source: Ministry of Economic, Trade and Industry



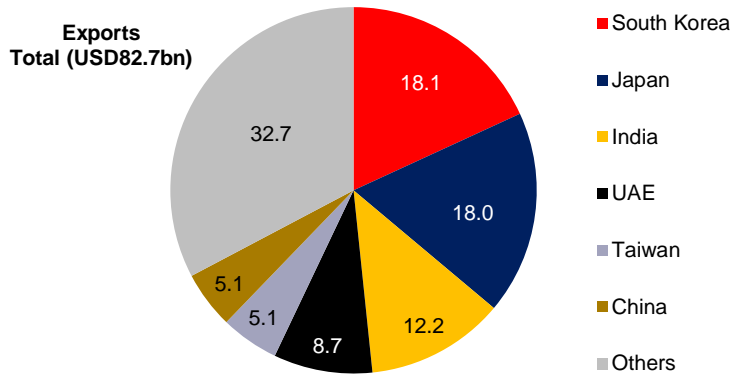
1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015

Source: Trade Statistics of Japan, Ministry of Finance Japan

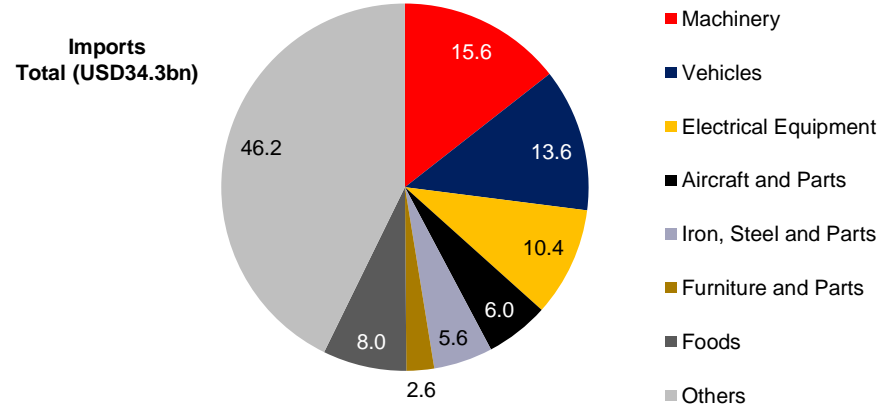
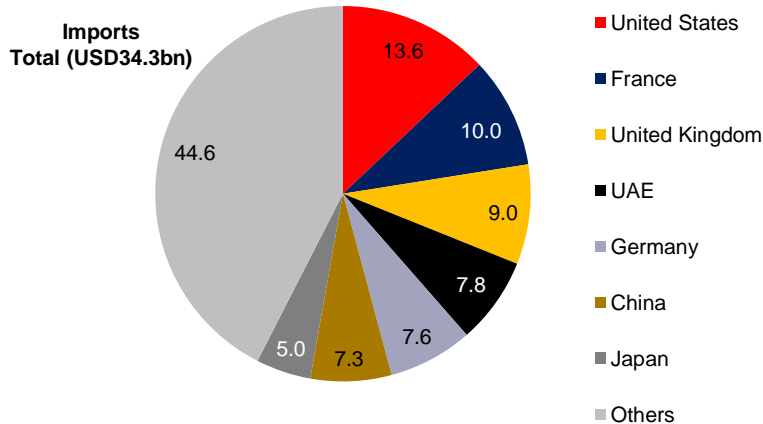
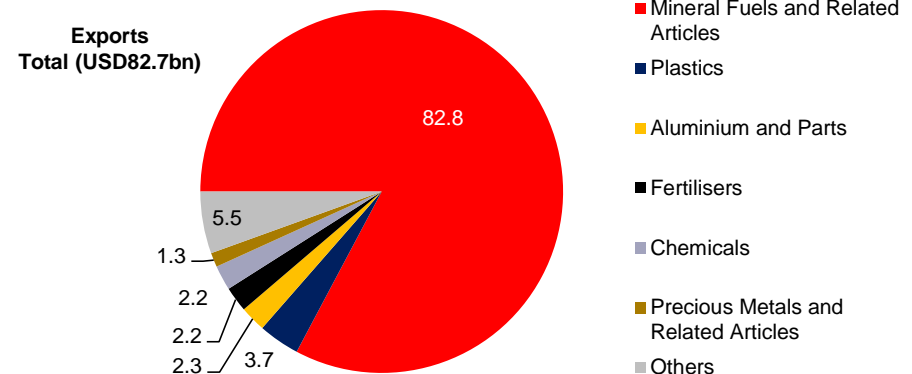
# Key Trade Partners and Products

**Qatar exports two-third to Asia, but imports more from US and EU than from Asia**

**Qatar's Key Trade Partners, 2015**  
(% of Total)



**Qatar's Main Exports and Imports, 2015**  
(% of Total)



- South Korea and Japan continue to remain Qatar's largest export destinations whilst imports originate from a variety of countries

- Overwhelming majority of Qatar's exports are hydrocarbon related whilst Qatar imports all essential articles needed for a functioning economy

# Importing Partners by Products

Japan is ranked within top 10 only in “machinery”, “vehicles” and “aircraft & parts”

Partners	Machinery	Vehicles	Electrical Equipment	Aircraft & Parts	Iron, Steel and Parts	Furniture and Parts	Meat	Daily Products
Share of total imports %	15.6	13.6	10.4	6.0	5.6	2.6	-	-
1	China	Japan	China	United States of America	United Arab Emirates	China	Brazil	Saudi Arabia
2	United States of America	Germany	Korea	United Kingdom	China	Italy	Australia	Netherlands
3	Germany	United States of America	United Arab Emirates	France	Oman	Germany	Saudi Arabia	United Arab Emirates
4	Italy	United Kingdom	United States of America	Switzerland	India	United Arab Emirates	United States of America	France
5	United Kingdom	China	Viet Nam	Germany	Saudi Arabia	United States of America	India	Kuwait
6	Korea	Thailand	United Kingdom	Japan	Ukraine	Turkey	New Zealand	Denmark
7	Japan	Korea	Egypt	Ireland	United States of America	United Kingdom	United Arab Emirates	Turkey
8	France	Mexico	Germany	Italy	Iran	Spain	Argentina	New Zealand
9	India	India	Malaysia	United Arab Emirates	Malaysia	Malaysia	Oman	Egypt
10	Thailand	Italy	France	Turkey	Bahrain	Egypt	Sudan (North + South)	Jordan

Source: Trade Map, Qatar's importing partners by products in 2015

# Made in Qatar

There are manufactures in Qatar. Urea exports has global market share of 15%

## Products manufactured in Qatar.

- Qatar becomes the world's fourth largest producer and the biggest exporter of Urea, with 15 percent market share of the total traded urea
- The domestic demand on construction materials such as Rebar is increasing
- Qatar hosts "Made in Qatar" exhibition every year. It was held in Saudi in November 2016.
- The long-term sustainability of access to food is one of the key targets in Qatar National Vision 2030. Qatar has been trying to increase of self-sufficiency in food

### ▪ Petrochemicals



Urea



Ammonia



Melamine

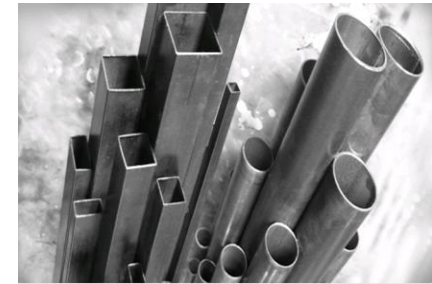
### ▪ Vehicle & Steel



Automobile Assembly



Forklift Assembly



Steel

### ▪ Agriculture & Household Products



Cucumber

Tomato

Celery

Green beans

Cucumber

Tomato

Celery

Green beans



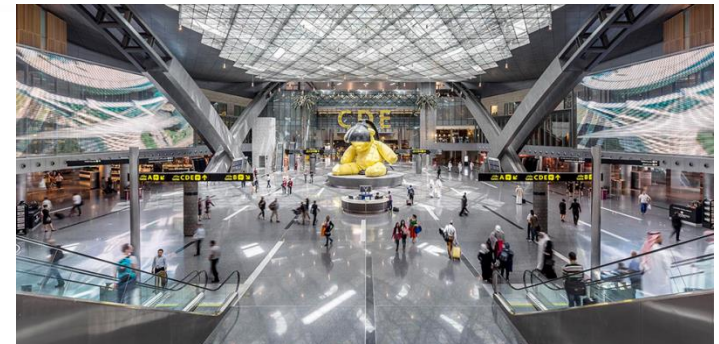
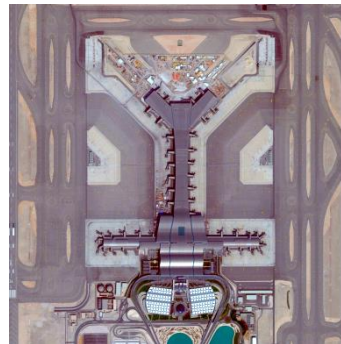
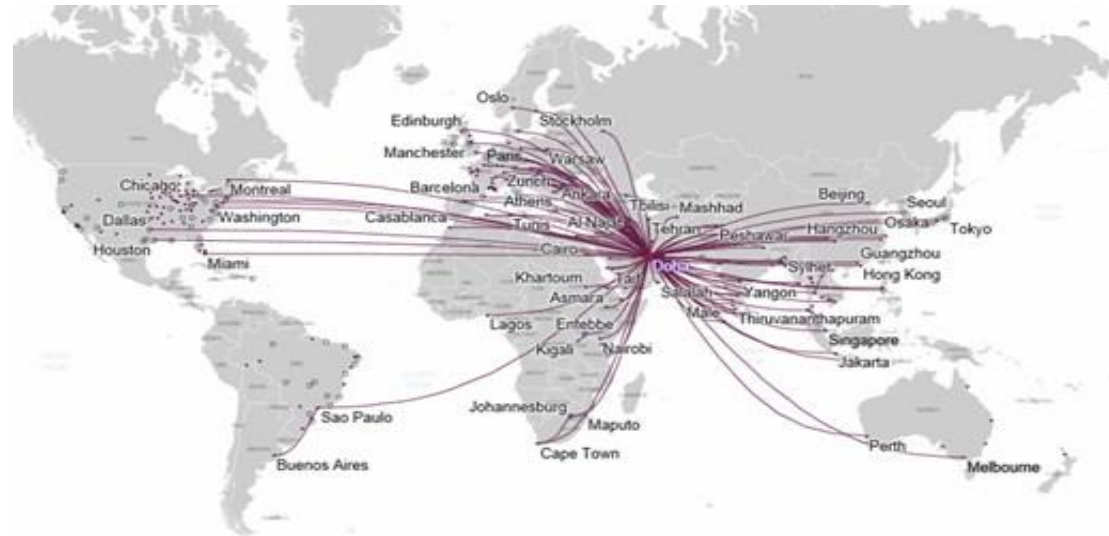
Washing Powder

# Qatar Airways and New Hamad International Airport

**Qatar Airways has become one of the fastest growing carriers in the world with unprecedented expansion averaging double digit growth year-on-year. There are two direct flights to Japan, daily.**

- Qatar Airways is the national carrier of Qatar and one of the aviation industry's big success stories and its operations began in 1994 when the airline was a small regional carrier servicing a handful of routes
- The airline was relaunched in 1997 with a vision to turn Qatar Airways into a leading international airline with the highest standards of service and intelligence
- Qatar Airways is currently undergoing rapid expansion. It also prides itself on being one of the fastest growing airlines operating one of the youngest fleets in the world
- With 182 aircrafts travelling to 150 destinations, Qatar Airways was prized with the title of Airline of the Year by Skytrax 2015, supported by 40,000 staff worldwide, of which more than 24,000 are airline employees
- Qatar Airways Cargo became the third biggest international cargo carrier in the world in October 2015, according to IATA FTK ratings
- With over 40 dedicated freighter routes to destinations within Qatar Airways' global operations, freighter fleet total 16 with a mix of Boeing 777F, 747F and Airbus A330F
- Future growth expectations are vast, with 316 Fleets currently on order. The freight size will also expand to a total of 21 freight aircraft by 2017
- Hamad International Airport opened in 2014 and operates for 24 hours. It has capacity of 35 mn passengers per year.

**Qatar Airways Destinations Map**



**Hamad International Airport (HIA)**

# Increasing in Appearance of Japanese Corporates in Qatar

Japanese corporates have been operational in Qatar for many years in a variety of industry and sectors

## Numbers & Sectors

- Number of Japanese bases are steadily increasing.

Year	No.
2009	36
2010	38
2011	39
2012	44
2013	47
2014	45
2015	46

- Sectors of Japanese corporates being involved

Sector	No.
Construction	14
Mining & stone quarrying	8
Distribution	6
Manufacture	3
Finance & Insurance	3
General Service	3
Others	3
Utility	2
Transport and postal	2
Research, professional & tech. services	1
Compound Service	1

## List of Japanese Corporates



Source: Ministry of Foreign Affairs of Japan, Embassy of Japan in Qatar, Company Logo: Each company's website

# Tax Structure

## Qatar is envisaged as having one of the least demanding tax frameworks in the world

Tax Indicators	Resident	Non-Resident
<b>Fiscal year end</b>	Calendar year. However, another year end can be used provided permission is granted in advance by the tax authorities.	Same as residents
<b>Companies</b>		
<b>Income tax</b>	General tax rate is 10%. A 35% tax rate applies to companies operating in the oil and gas sector. There is no company income tax if the company is fully owned by GCC nationals (or non-resident company is wholly owned by GCC national who are resident in Qatar).	Not applicable, unless the foreign company has a permanent establishment in Qatar
<b>Tax on capital gains</b>	Tax as ordinary income at 10%. Capital gains on the sale of shares listed on the Qatari stock market are exempt from the tax.	Potentially at 10%, but there is no clear collection mechanism for non-residents
<b>General sales tax</b>	N/A	N/A
<b>Value added tax</b>	N/A	N/A
<b>Individuals</b>		
<b>Individual marginal tax rate</b>	N/A	N/A
<b>Basis of taxation</b>	N/A	N/A
<b>Withholding tax</b>		
<b>Dividends</b>	N/A	N/A
<b>Interest</b>	N/A	N/A
<b>Royalties</b>	N/A	N/A
<b>Management service fees</b>	N/A	N/A
<b>Customs</b>	Standard rate is 5%. Other rates (0%, 20%, 100%) apply depending on the nature of the goods.	
<b>Exchange controls</b>	N/A	N/A

Source: Qatar Ministry of Economy and Commerce

# Free Trade Zone

## QFC, QSTP and Manateq are the key free trade zones in Qatar

### Qatar Financial Centre (QFC)

- An onshore regime that operates within its own legal, tax and regulatory framework. Though taxes exist in QFC, its features, mentioned below, are similar to free zones in the GCC
- Legal framework is modelled closely after the English common law and existing major financial centres
- Entities can access local market, be 100% foreign owned, not subject to any currency restrictions and can repatriate 100% of their profit
- Businesses that are not regulated and that might previously have set up contract specific temporary branches under Qatari law can now be incorporated within the QFC as a 100% foreign owned entity.

### Qatar Science and Technology Park (QSTP)

- Established to encourage international corporations and research institutes to develop technology in Qatar, and to launch technology businesses
- Aimed at growing Qatar's post-carbon economy and developing Qatar's 2030 National Vision
- Entities can apply for a full exemption from corporate income taxes and can import goods and services free of customs duties
- Unlike QFC, entities must be physically located within the QSTP and are only able to engage in activities specified in their licence

### Manateq

- Manateq is the leading developer and operator of specialized economic zones, logistic parks, and warehousing parks in Qatar
- Manateq is focused on building and managing world-class infrastructure to facilitate industrial and service sector growth to achieve one of the key pillars of Qatar National Vision 2030 "Economic Development". It also aims to facilitate the development of the private sector and the Small and medium industries and enterprises
- Manateq will also offer a duty free zone for foreign investments. Businesses in the zones can also be entirely foreign-owned
- Ras Bufontas Special Economic Zone is one of Manateq's first zones, and one specifically targeting SMEs



Source: PWC - Doing Business in Qatar



# Relationship between Qatar and Japan

Both countries have maintained close relationship since Qatar became independent for more than 40 years



Picture1:  
Qatar National Flag



Picture2:  
Masker, Onagawa (Miyagi)



Picture3:  
PM Mr. Abe & HH Shkh Tamim

Year	Relationship
1940	Discovery of onshore Dukhan oil field
1971	Independent from UK ( <b>Picture 1. :Qatari National Flag</b> ) Discovered gas field off the north east coast of Qatar (by Shell)
1972	Japan opened the Embassy to State of Qatar
1973	Qatar opened the Embassy to Japan
1978	Prime Minister Mr. Takeo Fukuda visited Qatar for the first time
1984-1988	Iran-Iraq War
1990	Iraq invaded Kuwait
1992 May	Chubu Electric Power signed long-term off-take contract (25 years from 1997)
1993 Nov	<b>Tragedy in Doha</b>
Dec	Financial Plan for Qatargas I & II was finalized between J-EXIM and Bank of Tokyo, Industrial Bank of Japan, Fuji Bank, and Sakura Bank
1997	First LNG cargo shipped to Japan
<b>2008 Apr</b>	<b>SMBC opened Doha office under QFC license</b>
<b>2009 Jan</b>	<b>BTMU opened Doha office under QFC license</b>
2010 Dec	Announcement was made that Qatar would host FIFA World Cup 2022
2011 Mar	The Great East Japan Earthquake
Apr	Qatar Friendship Fund ( <b>Picture2: Masker</b> )
2012	40 <sup>th</sup> Anniversary of Diplomatic Relation between Qatar and Japan
2013 Aug	Prime Minister Mr. Shozo Abe visited to Qatar ( <b>Picture3: PM Mr. Abe &amp; HH Shkh Tamim</b> )
2015 Jan	HH Sheikh Tamim Al-Thani visited to Japan
2019	World Championships
2022	FIFA World Cup
2023	FINA World Championships

Source: Japan Embassy in Qatar,  
"LIQUEFIED NATURAL GAS FROM QATAR: THE QATARGAS PROJECT" by Kohei Hashimoto, Jareer Ellass, and Stacy Eller  
published in December 2004

# Support from Qatar Friendship Fund

Japan received donation of USD 100 M after the 2011 Tohoku Earthquake for the reconstruction.

## Projects Delivered by Qatar Friendship Fund

### 1. Fishing Industry



**Maskar**  
(Miyagi, Onagawa)



**Al Furdha**  
(Miyagi, Kesenuma)



**Proton Freezer**  
(Iwate, Kamaishi)

### 2. Education to Children



**Elem** (Fukushima, Iwaki)



**Science Campus, Tohoku University**  
(Miyagi, Sendai)



**Student City, Finance Park**  
(Fukushima & Miyagi, Iwaki & Sendai )

### 3. Support Entrepreneur



**INTILAQ** (Miyagi, Sendai)



**Moriumi House** (Miyagi, Ishimaki)



**Offer toys & libraries**  
(Fukushima, Miyagi, Iwate)

### 4. Health



**Sports Centre** (Fukushima, Shirakawa)



**Club House** (Fukushima, Minamisouma)



**Grow Vegetables Projects**  
(Miyagi, Kesenuma)

# Greeting from Qatar!

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# MUFG Group

■ **MUFG provides a broad range of financial services for customers including commercial banking, trust banking, securities, credit cards, consumer finance, asset management and leasing.**

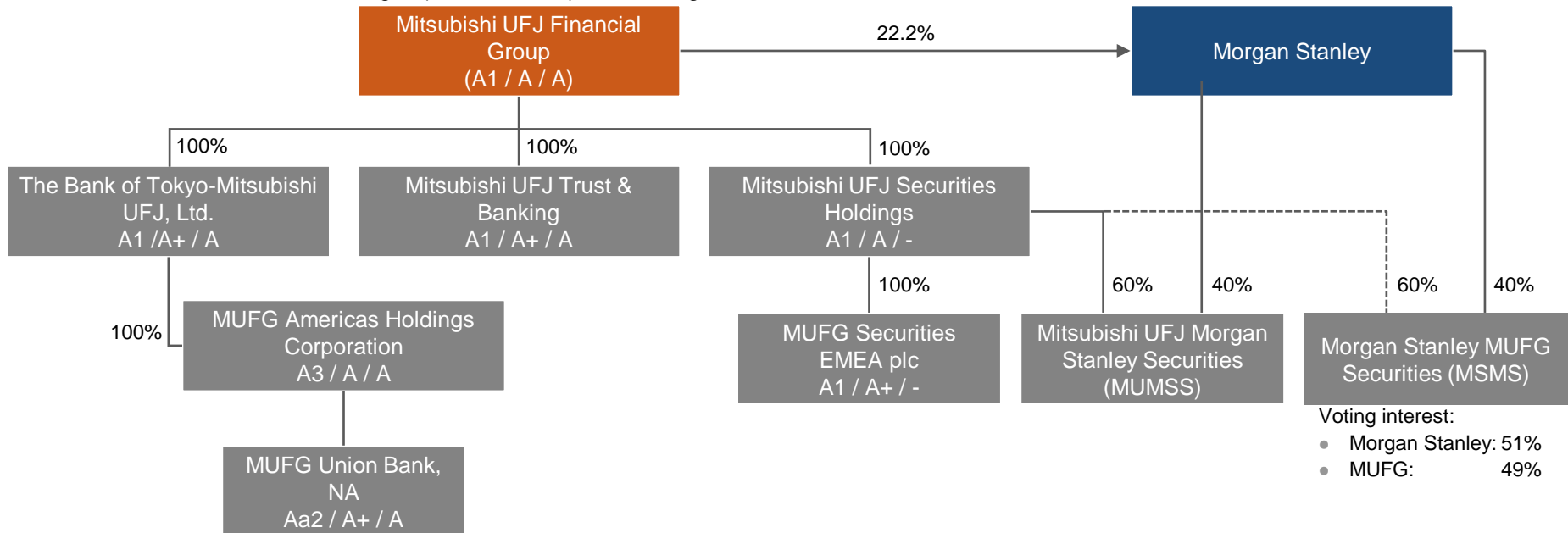
■ Operations are divided between the following core group companies:

- The Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU) : Japan's largest commercial bank
- Mitsubishi UFJ Trust and Banking Corporation (MUTB) : Japan's leading trust bank
- Mitsubishi UFJ Securities Holdings (MUS) : one of Japan's largest securities firms

■ BTMU has maintained its position as Japan's leading bank with the largest overseas network. It has more than 800 branches and offices in more than 40 countries worldwide, over 500,000 corporate customers and around 40 MM individual customers.

■ Credit Ratings for the Bank of Tokyo-Mitsubishi UFJ are currently as follows:

- Moody's: LT Rating:A1 (stable outlook); ST Rating:P-1
- Standard & Poor's: LT Rating:A+ (stable outlook); ST Rating:A-1
- Fitch: LT Rating:A (stable outlook); ST Rating:F1



Source: Bloomberg, October 2015

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QATAR FINANCIAL CENTRE

# EXPAND YOUR BUSINESS TO QATAR

---

Mr. Jahon Burhonov

Head of Professional Services, Business Development

# AGENDA



Why Qatar?



Qatar Financial Centre



Set Up



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QATAR FINANCIAL CENTRE

# QATAR

One Of The  
World's  
Fastest Growing  
Economies

Leading  
Exporter  
of LNG

One of the  
Highest  
GDP per Capita

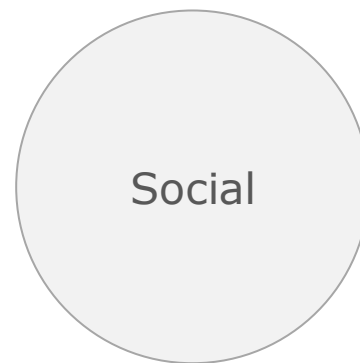
Multi-Billion  
Dollar  
Projects  
Underway



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# QATAR NATIONAL VISION 2030

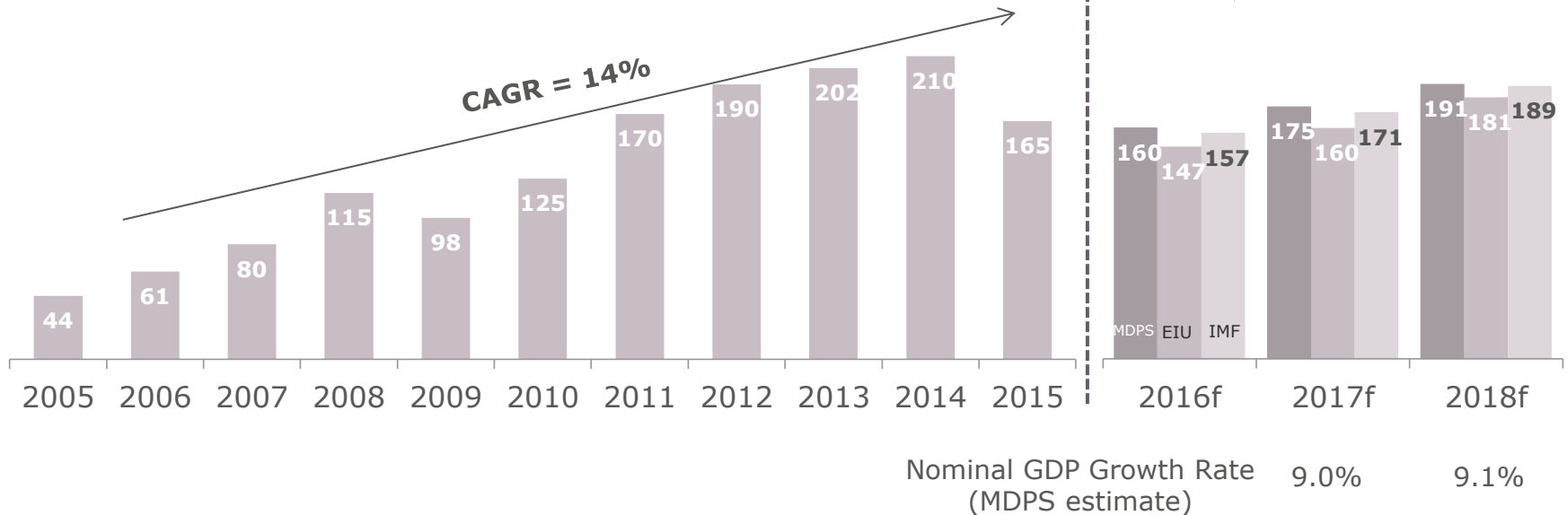


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# PRUDENT MACRO-ECONOMIC MEASURES RESULTED IN ROBUST ECONOMY

Qatar has had one of the fastest growing economies worldwide since 2005

Nominal GDP at Current Prices  
(2005 – 2018f, US\$ Bn)



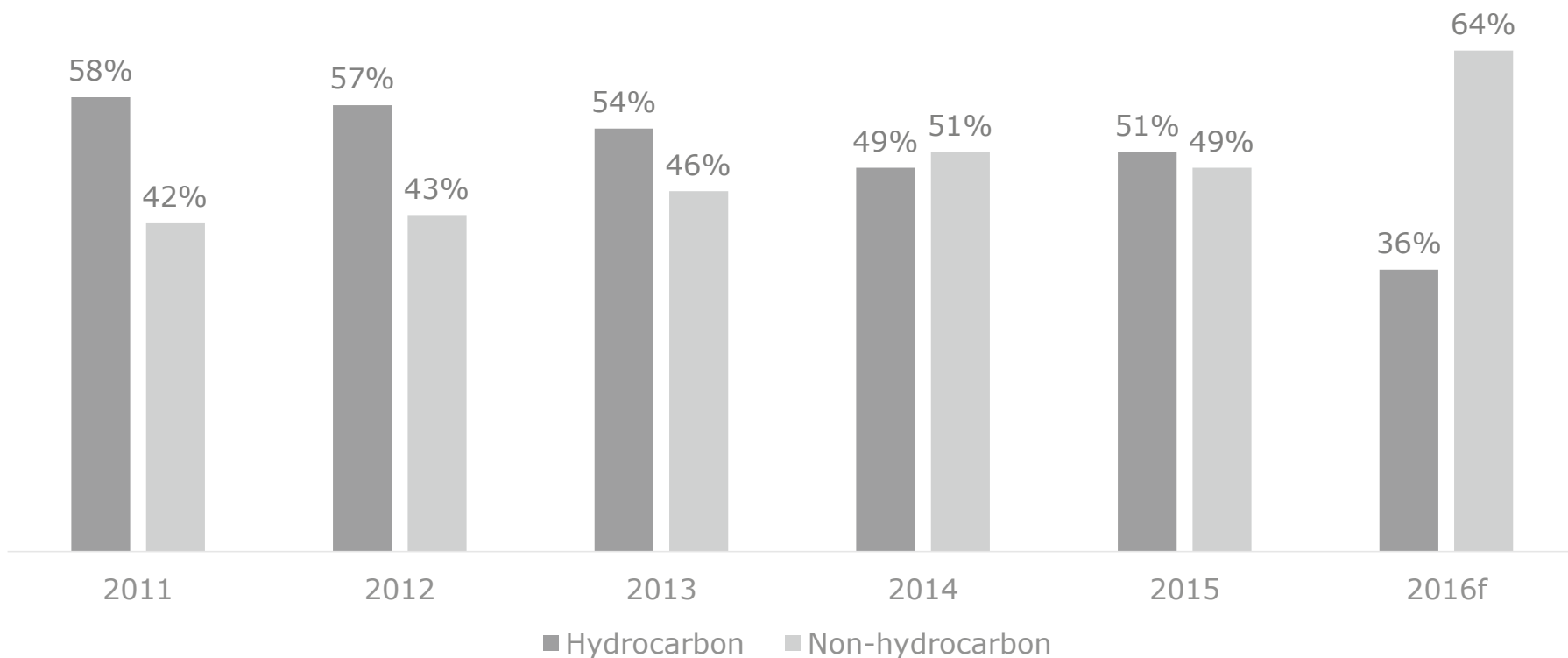
Source: Economic Intelligence Unit



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# DIVERSIFICATION EFFORTS BEARING RESULTS WITH NON-HYDROCARBON SECTOR DRIVING REAL GDP GROWTH FROM 2015 TO 2017

## Hydrocarbon vs Non-hydrocarbon GDP



Source: Ministry of Development Planning & Statistics



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# 18<sup>TH</sup> MOST COMPETITIVE ECONOMY WORLDWIDE

Most Peaceful  
in the  
Middle East  
34<sup>th</sup> Worldwide

Global Peace Index 2016

2<sup>nd</sup> Most Network Ready  
in the Middle East  
27<sup>th</sup> Worldwide

Network Readiness Index 2016

2<sup>nd</sup> Most Competitive in the  
Middle East  
18<sup>th</sup> Most Competitive  
Economy Worldwide

Global Competitiveness  
2016-2017 (WEF)

Strongest Economic Growth  
in the GCC in 2016

Moody's Investors Services Outlook

Top 5 Financial Centre in the  
Middle East  
40<sup>th</sup> Worldwide

GFCI  
September 2016

3<sup>rd</sup> Most Innovative  
in the MENA Region  
50<sup>th</sup> Worldwide

Global Innovation  
Index 2015



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# MAJOR INFRASTRUCTURE INVESTMENTS



## Lusail City

Target Investments **US\$ 45Bn**  
Estimated population **450,000**



## Doha Metro

Target Investments **US\$ 21Bn**  
**212km** of metro network across Doha



## Expressways Programme

Target Investments **US\$ 20Bn**  
**900km** of new roads



# MAJOR INFRASTRUCTURE INVESTMENTS



## Hamad Port

Target Investments  
**US\$ 7.4Bn**

One of the world's largest  
port developments



## National Rail System

Target Investments  
**US\$ 19Bn**  
**212km** of metro network  
across Doha



## Local Roads & Drainage Programme

Target Investments  
**US\$ 15Bn**  
**550km** of road across  
**221** projects



# 2022 FIFA WORLD CUP

Stadiums (**US\$ 4Bn**)



Al Bayt Stadium

Al Rayan Stadium

Al Wakrah Stadium

Source: MEED Projects Database and Qatar Megaprojects 2015 Report



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# 2022 FIFA WORLD CUP

Accommodation **(US\$ 12.4Bn)**



Marsa Malaz Kempinski

**The Pearl**



Shangri-La Hotel

**West Bay**





# 2022 FIFA WORLD CUP

Transportation (**US\$ 71.1Bn**)



Doha Metro



Expressways & Roads



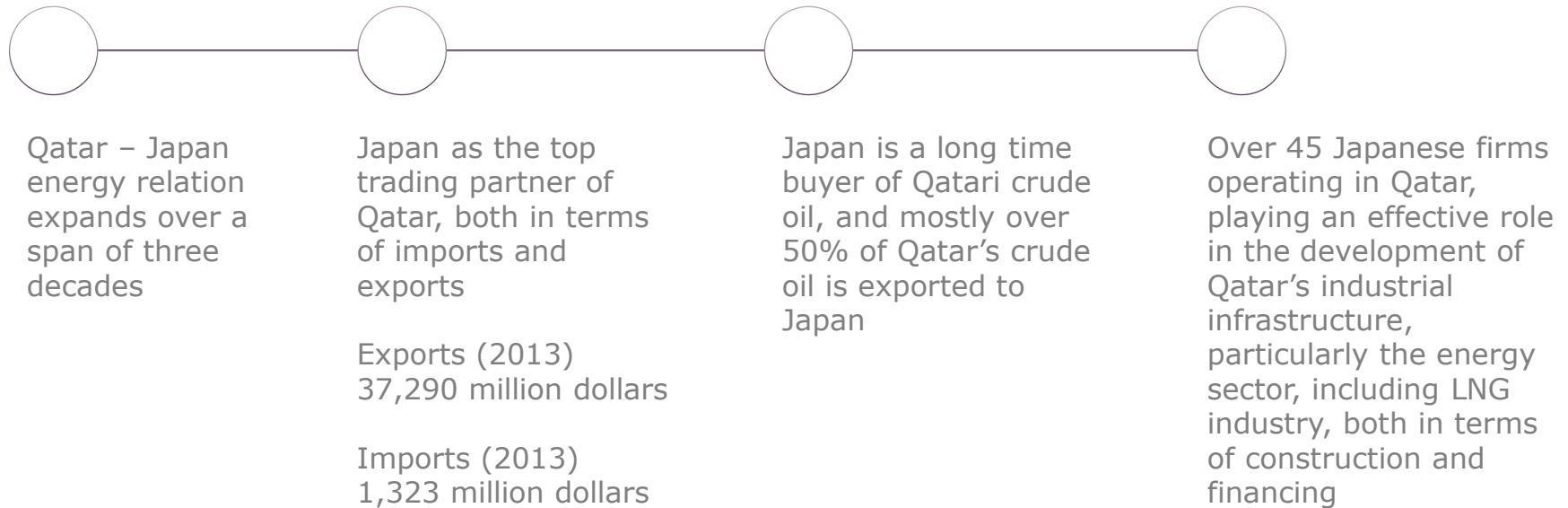
Hamad International Airport

Source: MEED Projects Database and Qatar Megaprojects 2015 Report



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# QATAR – JAPAN RELATIONS



Source: Ministry of Foreign Affairs of Japan



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# QATAR – JAPAN RELATIONS

## Major Projects Operated By Japanese Companies



Source: Economic Intelligence Unit



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QATAR FINANCIAL CENTRE

# AGENDA



Why Qatar?




Qatar Financial Centre

Set Up



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# OVERVIEW OF THE QFC STRUCTURE

<p>HE Governor, Qatar Central Bank (QCB)</p> <p>Chairman</p>	<p>HE Minister of Finance</p> <p>Chairman</p>	<p>The RT. Hon. Lord Phillips of Worth Matravers</p> <p>President Of The Court</p>	<p>The RT. Hon. Sir David Keene</p> <p>Chairman</p>
 <p>QATAR FINANCIAL CENTRE <b>REGULATORY AUTHORITY</b></p>	 <p>مركز قطر للمال QATAR FINANCIAL CENTRE</p>	 <p>محكمة قطر الدولية ومركز تسوية المنازعات QATAR INTERNATIONAL COURT AND DISPUTE RESOLUTION CENTRE</p>	
<p>Regulatory</p> <p>Regulates, authorises and supervises QFC Firms conducting regulated activities</p>	<p>Legal &amp; Tax Environment</p> <p>Licenses firms to conduct business in or from the QFC</p> <p>Manages and maintains the QFC legal and tax environment</p>	<p>Dispute Resolution</p> <p>Hears civil and commercial disputes between QFC firms and their counterparties</p>	<p>Dispute Resolution</p> <p>Hears appeals relating to decisions made by the QFC Authorities or Institutions</p>

# WHY QFC?

Legal &  
Judicial  
Framework

Ease of Setup

Full  
Ownership

Client  
Community

Onshore  
Environment

Tax  
Environment



مركز قطر للمال  
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## COMPETITIVE LEGAL AND TAX REGIME

### QFC LEGAL REGIME

- Transparent, accessible and predictable operating environment based on English common law
- Consultative process that enables all stakeholders, including QFC firms, to voice their opinions on particular legislation
- Access to an independent judiciary (QICDRC)
- Continuous review and enhancement legislative framework
- Main Rulebooks



# COMPETITIVE LEGAL AND TAX REGIME

## QFC TAX REGIME

- Tax rate of 10% on locally sourced profits
  - No withholding tax on payments out of Qatar
  - DTA with 60+ countries
  - No personal income tax or wealth tax
  - Cash reimbursement for tax losses
  - Advance ruling service providing QFC-licensed firms with a high degree of certainty
  - Online QFC Tax Manual
- Exemptions/attractive features:
    - ✓ Exemptions for Company HQ & Holding Companies on most activities, dividends & capital gains
    - ✓ Most SPCs not subject to tax
    - ✓ Advance ruling service
    - ✓ Tax losses can be carried forward indefinitely
    - ✓ Self-assessment regime for tax returns
    - ✓ Right to appeal a decision and request that it be reviewed by an independent Regulatory Tribunal





# LEADING ONSHORE BUSINESS AND FINANCIAL CENTRE

World-Class  
Legal  
System

Comprehensive  
Legislation

Robust  
Regulations

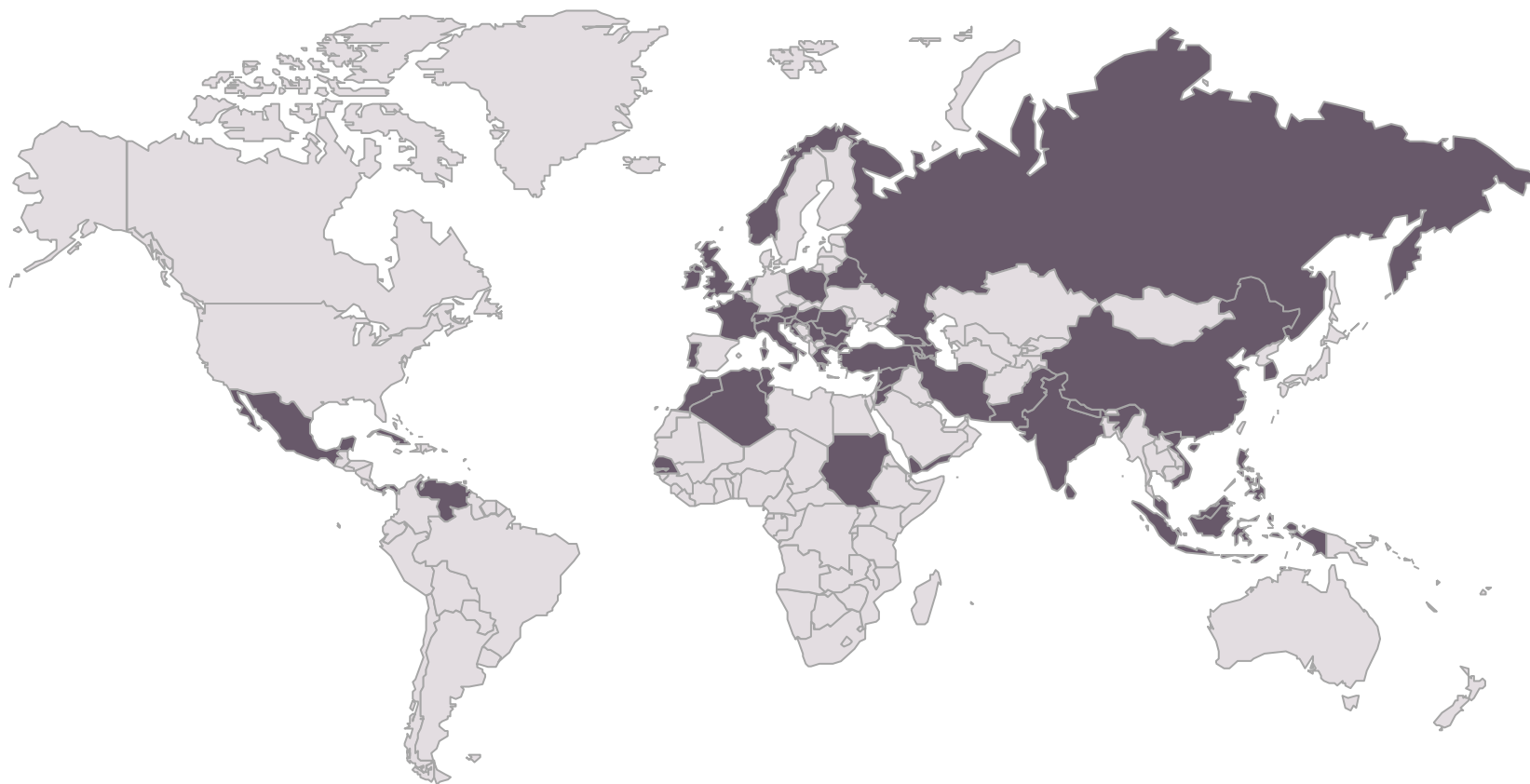
Efficient  
Operating  
Platform

QFC  
Community



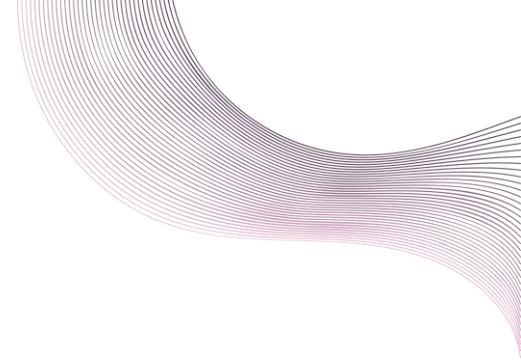
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# EXTENSIVE DTA NETWORK



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# BROADENED PERMITTED ACTIVITIES



## REGULATED ACTIVITIES

Banking	(Re)Insurance/ Broking	Asset Management
Islamic Finance	Captive Insurance	Fiduciary Businesses

## NON-REGULATED ACTIVITIES

Company & Trust Administrati on Services	LLC(G)s	Holding Company	Treasury Operations
Company HQs	Trust Services	SPCs	Management Offices
SFOs	Professional & Business Services		



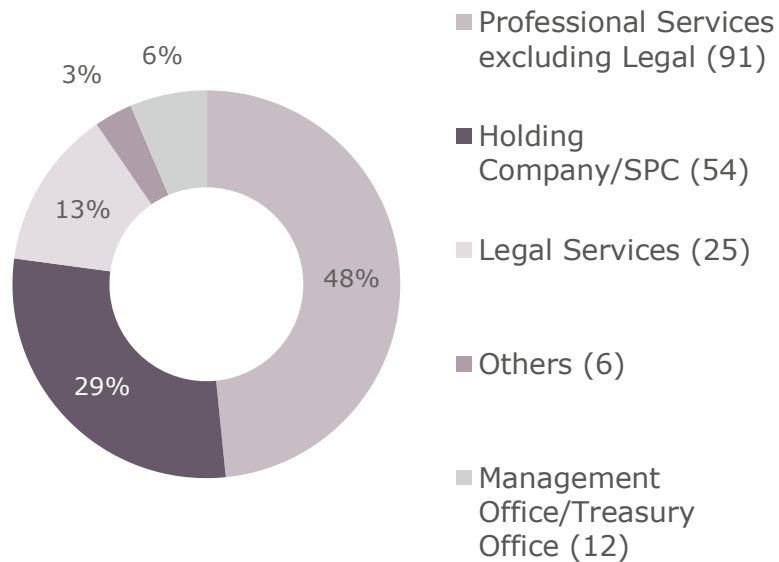
# PROFESSIONAL AND BUSINESS SERVICES

- The growth of the professional and business services sector is envisaged in the Qatar National Vision 2030 and is already underway
- We now welcome firms across a far broader range of professional services
  - Advisory / Consulting
  - Audit
  - Tax Consultancy
  - IT Consultancy
  - HR Consultancy
  - Logistics, and Planning
  - Environmental Consulting
  - Project Management
  - Legal Services
  - Estate and Will Planning
  - Patent and Copyright
  - Information Services
  - Media Representation
  - Advertising Agencies
  - Public Relations
  - Marketing and Brand Mgmt
  - Specialized Design Activities
  - Event Management Services
  - Third Party Administrator
  - Loss Adjustment
  - Architectural Activities
  - Engineering Design
  - Engineering Consulting
  - Urban Planning Architecture
  - Translation Activities
  - Accreditation
  - Other Professional Services<sup>1</sup>

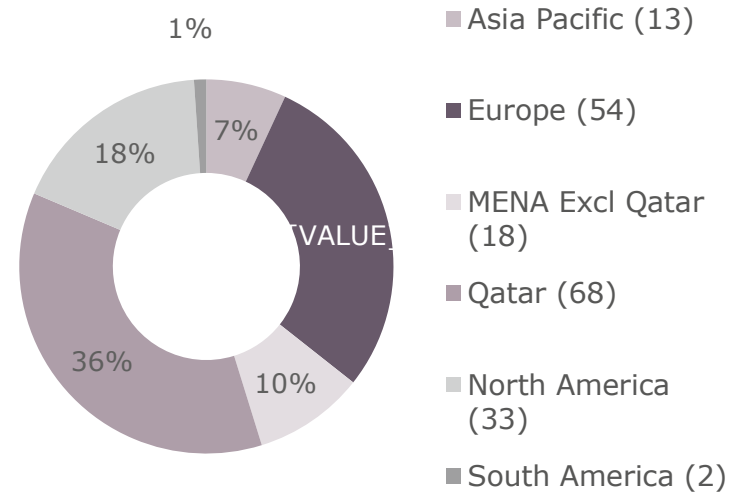


# BROAD RANGE OF FIRMS

## QFC NON-REGULATED FIRMS BY TYPE

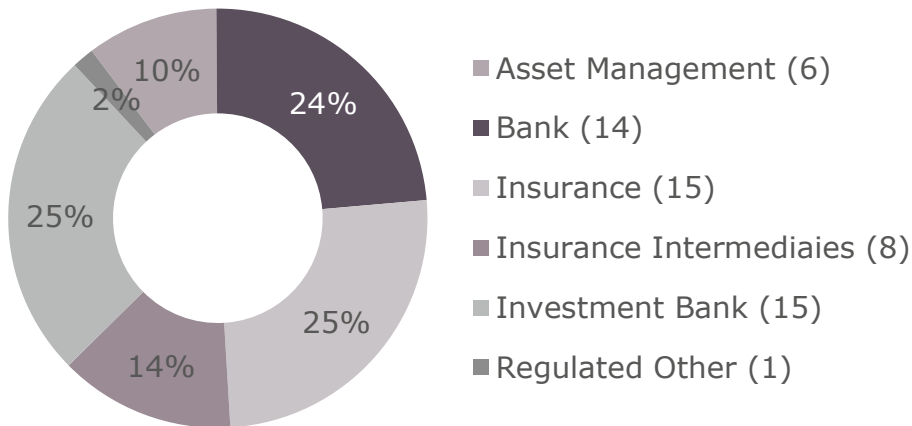


## QFC NON-REGULATED FIRMS BY REGION

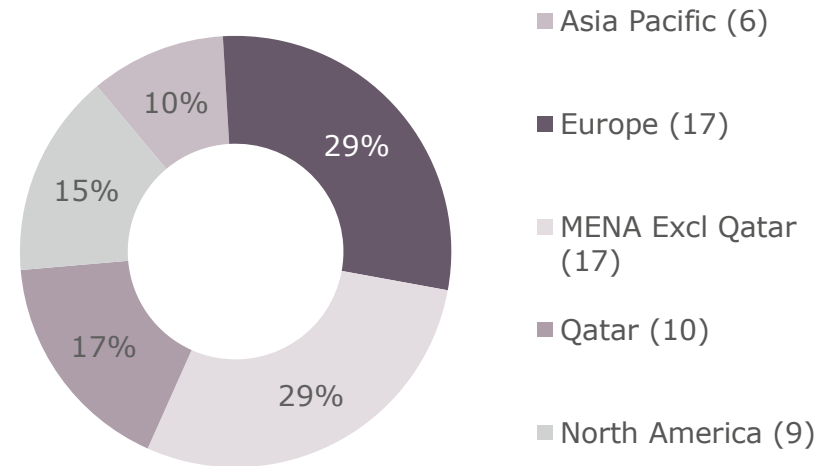


# BROAD RANGE OF FIRMS

## QFC REGULATED FIRMS BY TYPE



## QFC REGULATED FIRMS BY REGION



# HOME TO GLOBAL & REGIONAL FIRMS | BANKS



# HOME TO GLOBAL & REGIONAL FIRMS | PROFESSIONAL SERVICES AND OTHERS



McKinsey&Company

Bloomberg

accenture

Tech  
Mahindra

MichaelPage

reed.co.uk

strategy&



Japanese Society  
of Doha



HayGroup®

protiviti®  
Risk & Business Consulting.  
Internal Audit.

Citigate  
First Financial

ValuStrat

Booz | Allen | Hamilton

FUJIFILM





# HOME TO GLOBAL & REGIONAL FIRMS | LAW FIRMS

CLIFFORD  
CHANCE



التميمي و شركاه  
AL TAMIMI & CO.

CLYDE & CO

LATHAM & WATKINS<sup>LLP</sup>

BAKER & MCKENZIE

WHITE & CASE

ALLEN & OVERY

Note: Zomato and Octaware are under licensing.

# AGENDA



Why Qatar?

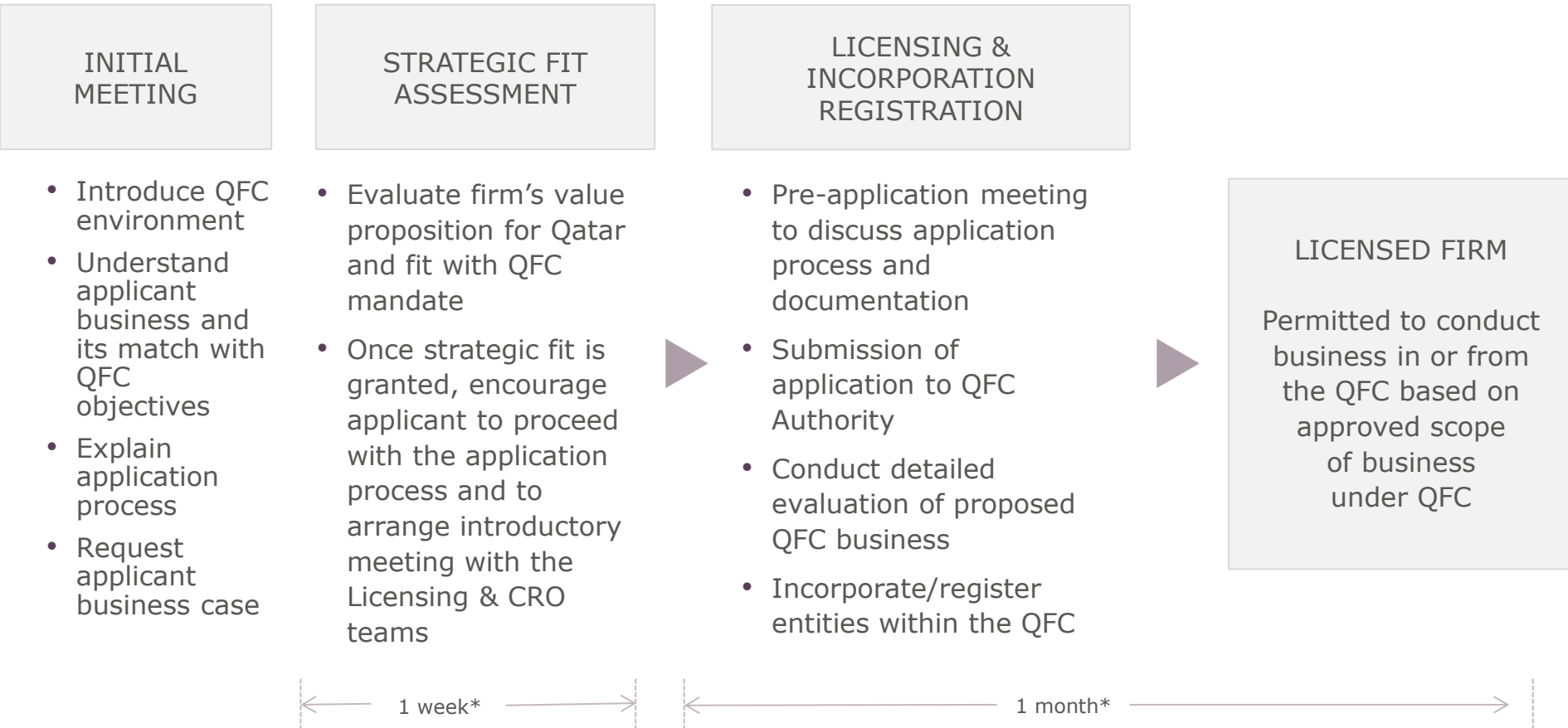
Qatar Financial Centre

Set Up



مركز قطر للمال  
QATAR FINANCIAL CENTRE

# QFC APPLICATION PROCESS OVERVIEW



\*Approximate turnaround-time after submission of all required documentation



مركز قطر للمال  
QATAR FINANCIAL CENTRE

# REQUIREMENTS AND FEES

## BUSINESS CASE SUBMISSION (STRATEGIC FIT STAGE)

Should address at least the following areas:

1. The firm/group in brief
  - a) Organisational overview
  - b) Organisational structure
  - c) Legal structure
2. Strategy going forward
  - a) Vision
  - b) Rationale & strategy
  - c) Activities in the Middle East
  - d) Value proposition
3. Business plan for Qatar
  - a) Products and services
  - b) Current clients in the GCC and Qatar
  - c) Targeted clients
  - d) Intended activities
4. Organisation in Qatar
  - a) Proposed organisation chart
  - b) Financial and headcount projections

## FEES

- Application fee (all activities): US\$ 5,000
- Annual fee (all other activities): US\$ 5,000
- Annual fee (SPCs & Holding Companies): US\$ 500





مركز قطر للمال  
QATAR FINANCIAL CENTRE

THANK YOU

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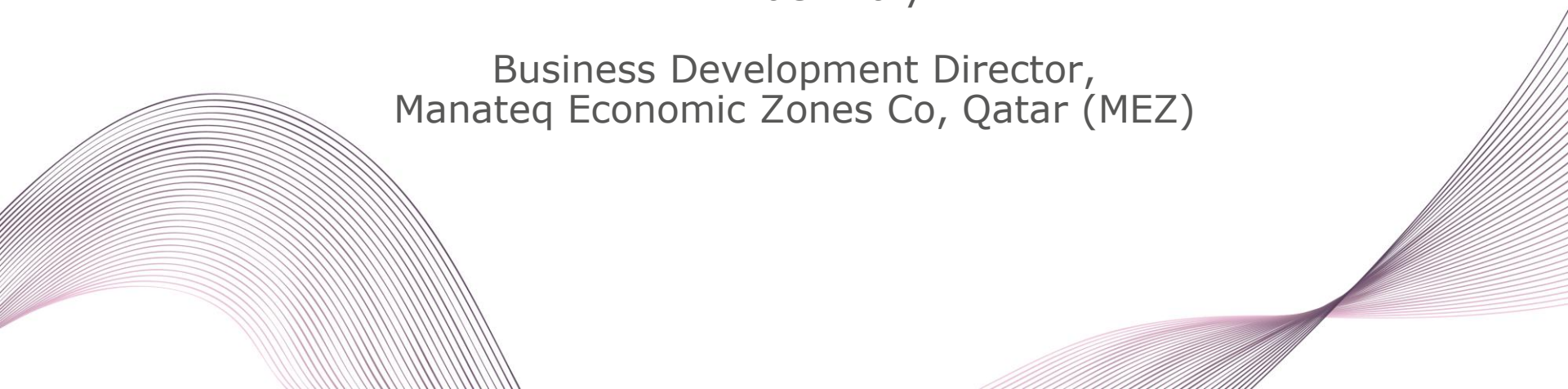
مركز قطر للمال  
QATAR FINANCIAL CENTRE

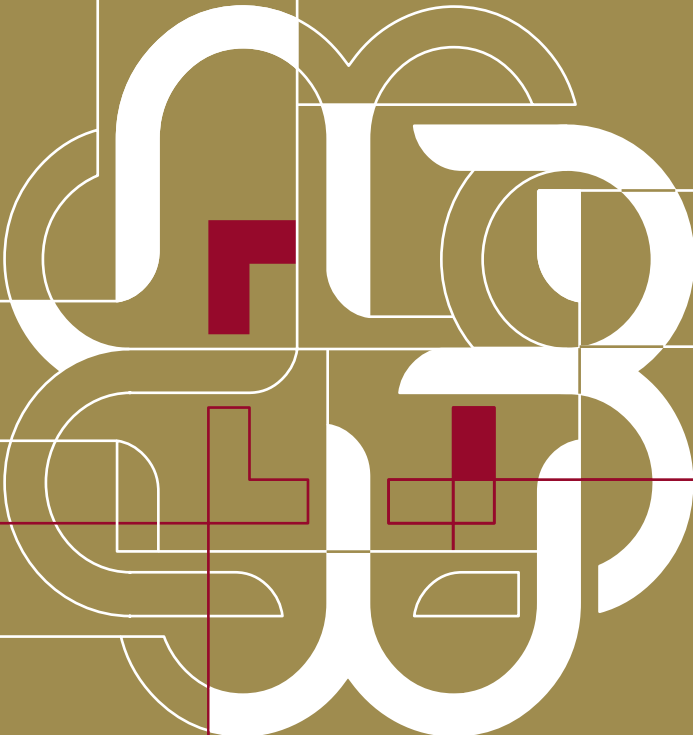
# OVERVIEW ON QATAR'S NEW SPECIAL ECONOMIC ZONES

---

Mr. Adel Waly

Business Development Director,  
Manateq Economic Zones Co, Qatar (MEZ)





Prime Foundations.  
Boundless Opportunities

**Manateq –  
Economic Zones Company**

October 2016



**manateq**  
شركة المناطق الاقتصادية، قطر  
ECONOMIC ZONES COMPANY, QATAR



## TABLE OF CONTENT

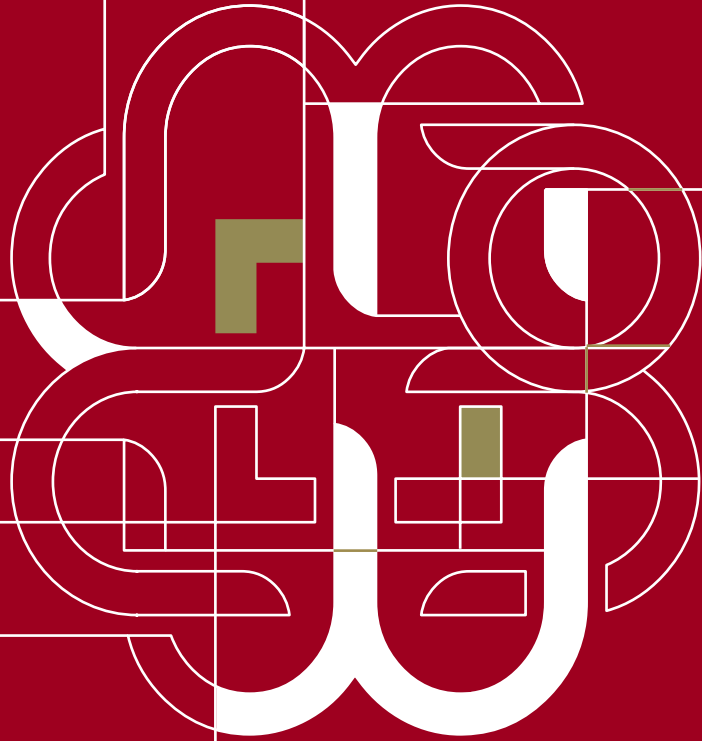
**Manateq's  
Overview**

**State of  
Qatar  
the  
Promising  
Future**

**Special  
Economic  
Zones**

**Logistics  
&  
Warehousing  
Parks**

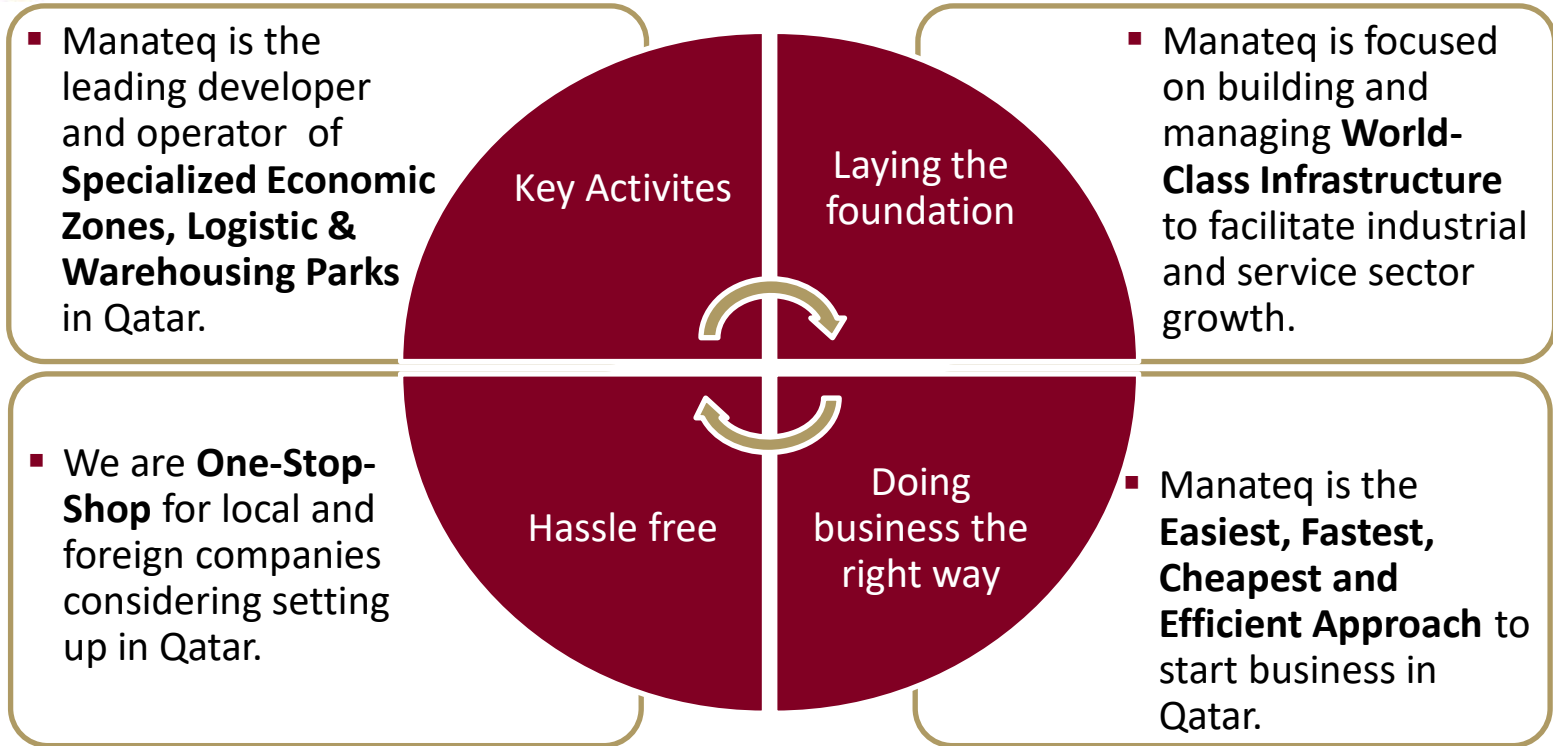




## **Manateq's Overview**



## Manateq's Overview





## Locations

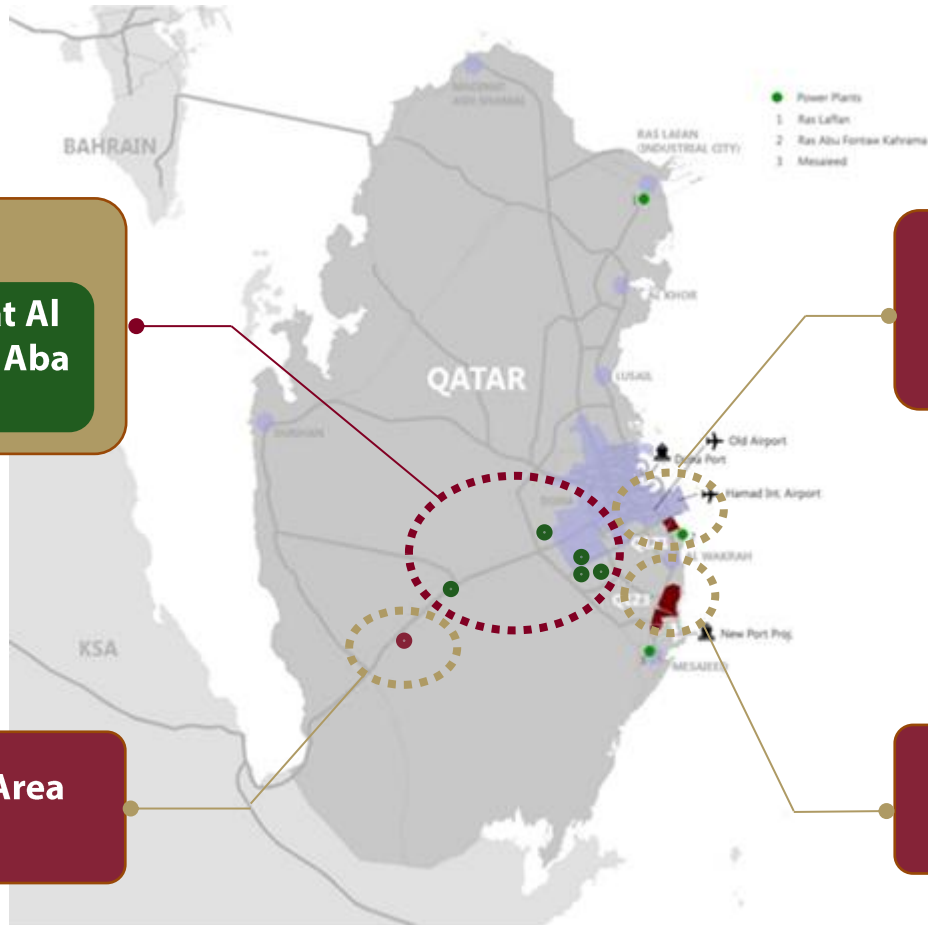


### Logistic Parks

Jery Al Samur, Birkat Al Awamer, Al Wakra & Aba Saleel



The New Industrial Area  
(Al Karaana)



Next to Hamad International Airport  
(Ras Bufontas)



Next to Hamad Port  
(Um Alhoul)

Total Land Bank 90 million sqm



## Manateq Solutions



Factories



Showrooms

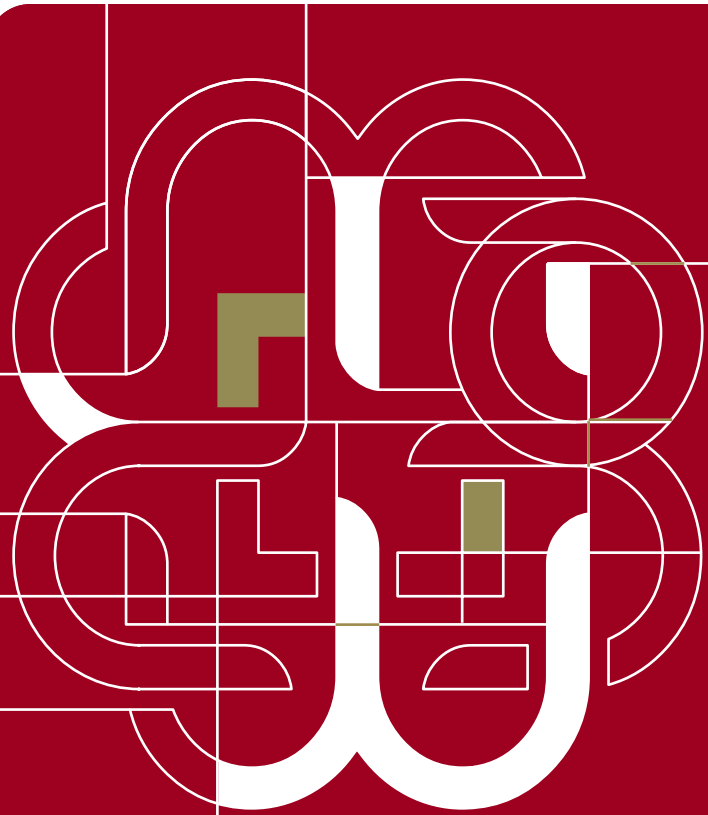


Offices



### Main Infrastructures:

- Water And Electricity Network
- Telecommunications Network
- Road Network
- Facility Management (Security)
- Parking Areas



**State of Qatar -  
The Promising Future**



## Why Qatar?



A planned infrastructure investment  
of **US\$222** billion by 2022



Hosting one of the most important global sporting events the **2022 FIFA World Cup**



One of the Highest **GDP** per capita (PPP) in the world



Easy access to the **MENA region and direct access to GCC** – for online and in store retail market over USD 996 billion purchase power in 2015 projected to reach nearly \$1.05 trillion in 2016



**Economic Freedom** – Ease of transfer and repatriation of capital



1<sup>st</sup> in the MENA region on the **Global Peace Index**



Ease of paying **taxes**



## **Why Manateq?**

### **Potential Benefits and Advantages for Investors**

**World Class Standards**

**One Stop Shop**

**Integrated Infrastructure**

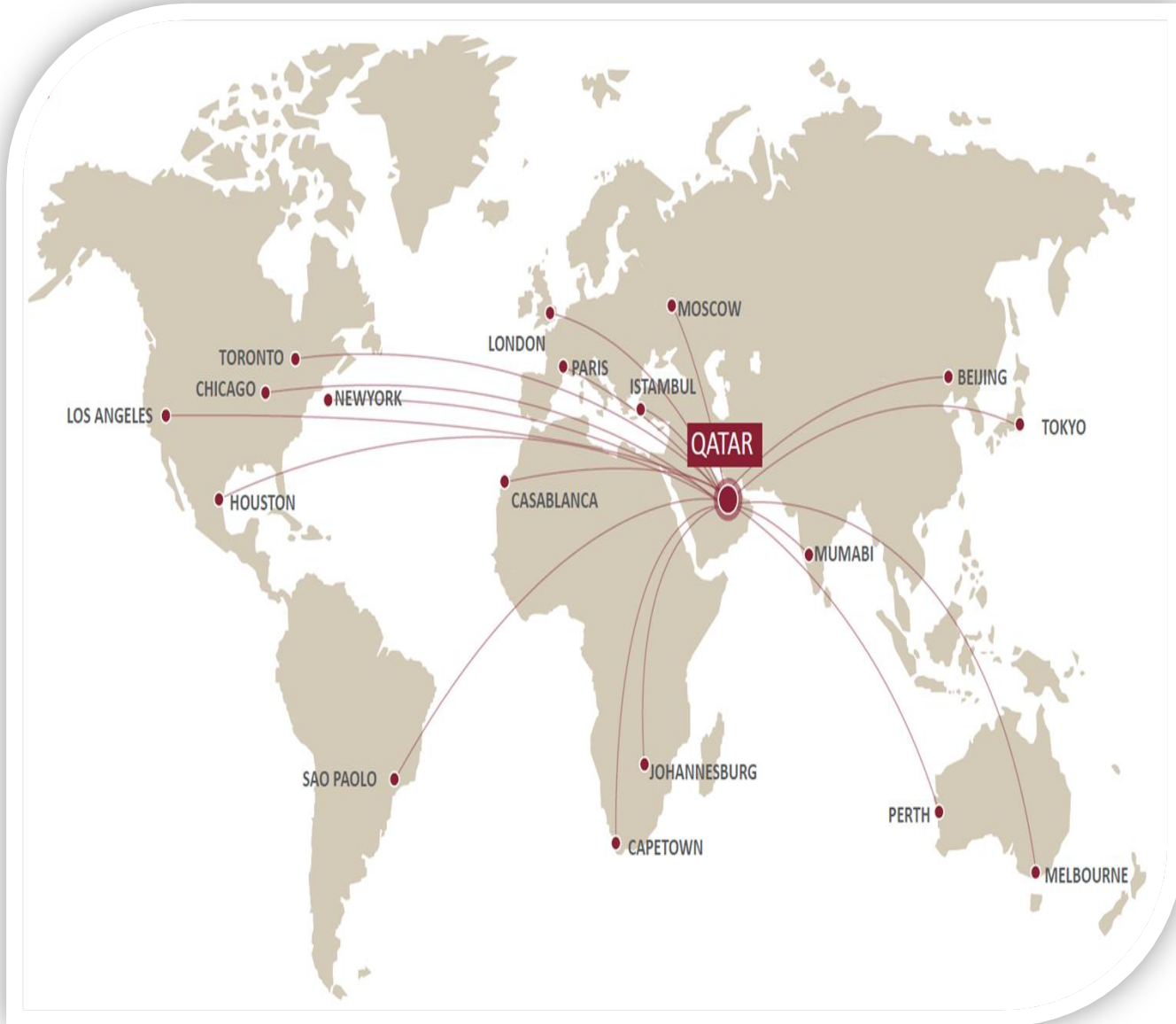
**Market Stability & Growth Potential**

**Range of Incentives**

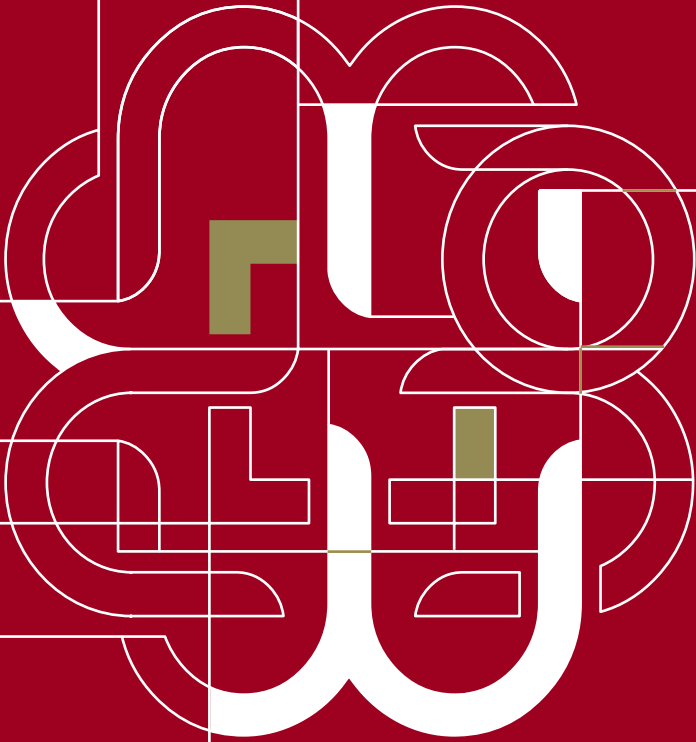
**Strategic location**



## Strategic Location







## **Special Economic Zones**



## Special Economic Zones



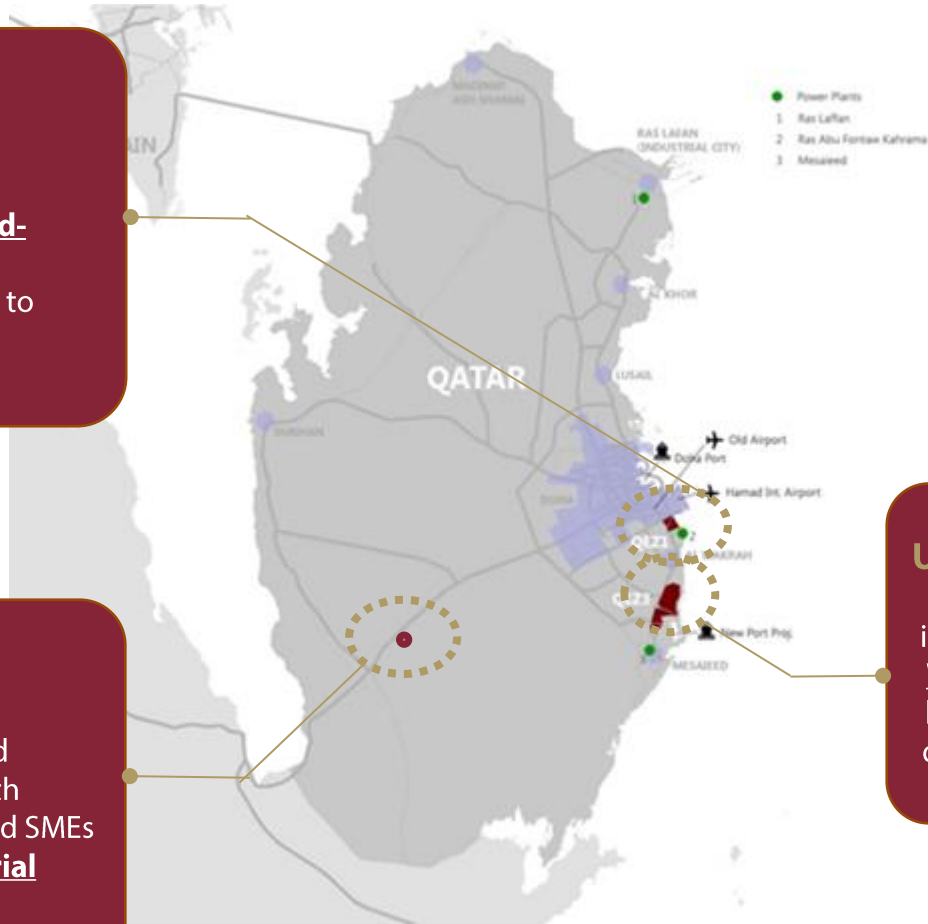
### Ras Bufontas:

A home of advanced technologies and manufacturing, with **World-Class Air** and logistics connectivity located close to the capital economy.



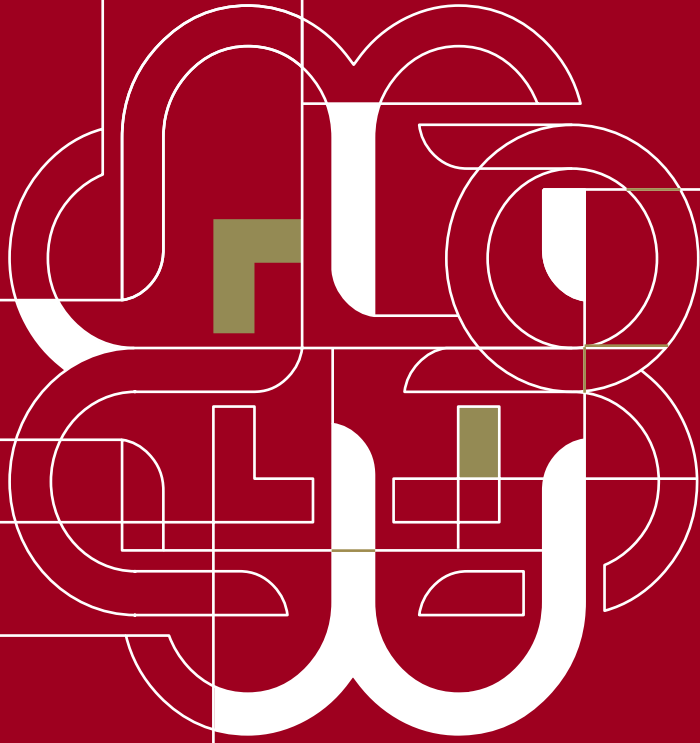
### Al Karaana:

The largest SEZ with competitively priced land providing a strong growth environment for relocated SMEs from **Doha's Old Industrial Zone**.



### Um Alhoul:

A light to medium manufacturing industrial manufacturing hub, with **World-Class Port**, rail freight and logistics infrastructure serving the domestic and regional economies.



ras bufontas

منطقة اقتصادية خاصة، من مناطق  
SPECIAL ECONOMIC ZONE, BY MANATEQ



## Ras Bufontas Special Economic Zone Overview

“A home to **Advanced Technologies and Manufacturing**, with world-class air and logistics connectivity located **Close to the Capital, Doha**”

- Adjacent to **Hamad International Airport (HIA)**, Ras Bufontas is ideally located for Air transport.
- **An area of 4.01 km<sup>2</sup>** of top quality facilities combined with unique service for an efficient, sustainable, and premier business climate.
- Manateq is focused on providing **Elite Services** to ensure establishment and operations is an easy, engaging, and enjoyable experience.
- **Manateq's Oasis** will be located in Ras Bufontas.





# Ras Bufontas Special Economic Zone

## Overview

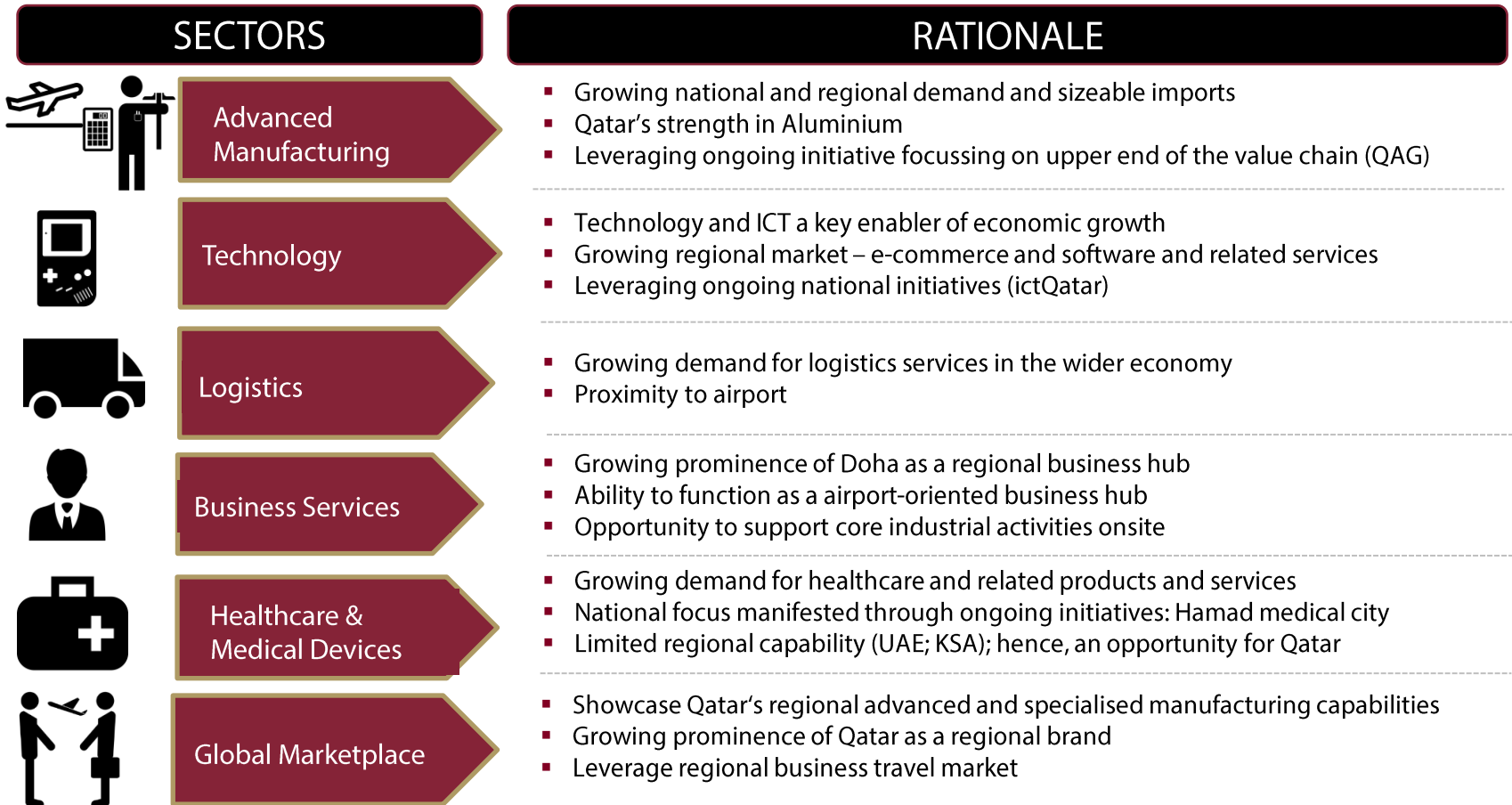


Rendering of overall master plan



# Ras Bufontas Special Economic Zone

## Target Sectors

















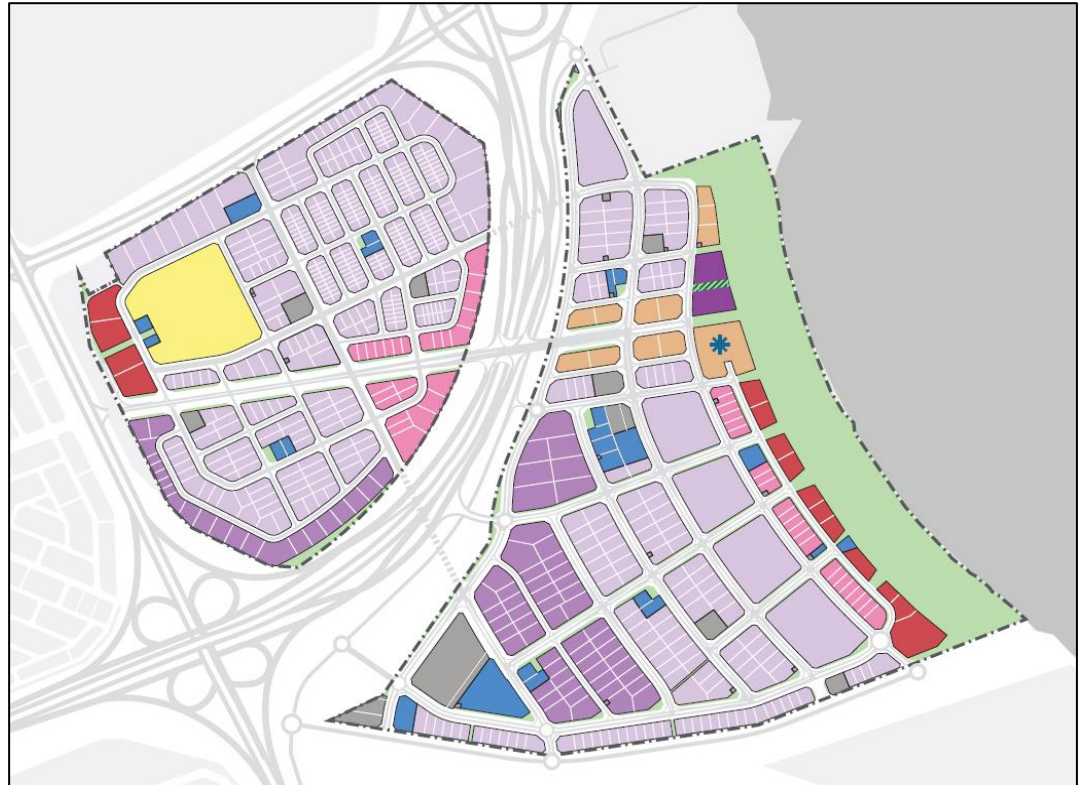


# Ras Bufontas Special Economic Zone

## Land Use and Subdivision Plan

### KEY

-  QEZ-1 Site Boundary
-  Road Network
-  Commercial Retail
-  Hospitality
-  Light Industrial - Warehouses + Logistics
-  Light Industrial - Assembly
-  Showroom Commercial
-  Service Hubs
-  Labour Accommodation
-  Mixed Use Development
-  Public Realm Easement
-  Open Space
-  Utilities
-  Manateq Headquarters



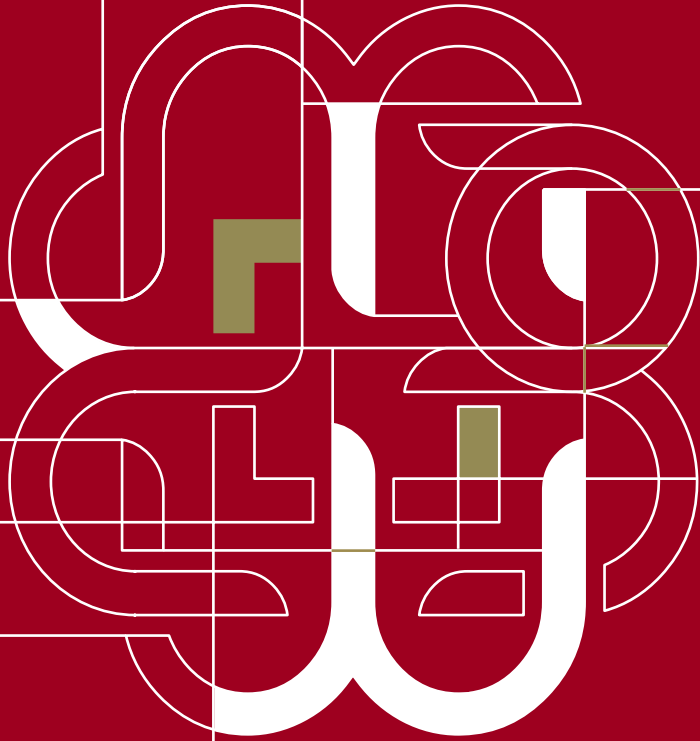


## Ras Bufontas Special Economic Zone Timeline & Progress Phasing



Parcel	Completion Date
Parcel A	Q2 2018
Parcel B	TBC





um alhoul

منطقة اقتصادية خاصة، من مناطق  
SPECIAL ECONOMIC ZONE, BY MANATEQ



# Um Alhoul Special Economic Zone Overview

“A manufacturing hub leveraging synergies with the Hamad Port and Mesaieed Industrial City activities, with a focus on **Mix Industry**, initially targeting the pent up demand and strengths in existing industries, gradually moving up the value chain as clusters develop...”

- Approximately **34km<sup>2</sup>** site within immediate proximity to Hamad Port and Mesaieed Industrial City
- A **Mix Industrial Manufacturing** Hub.
- Infrastructure serving the **Domestic** and **Regional Economies**.
- A unique feature of the site is **The Industrial Harbor**. Located centrally within Um Alhoul, the canal provides users with **Direct Waterfront Access**.





# Um Alhoul Special Economic Zone







## Overview





# Um Alhoul Special Economic Zone

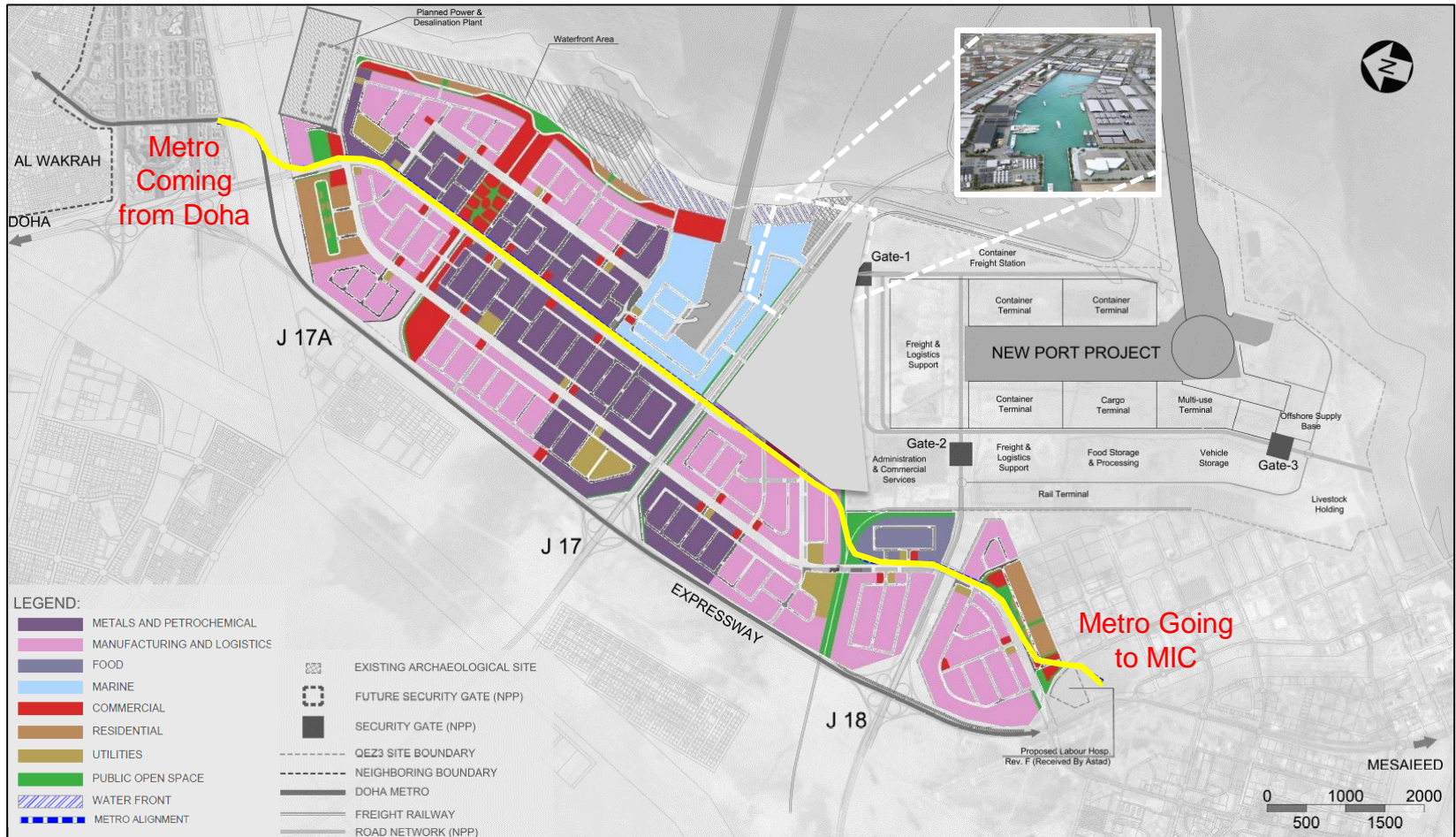
## Target Sectors

SECTORS	RATIONALE
 <p><b>Metal Processing &amp; Machinery</b></p>	<ul style="list-style-type: none"><li>▪ Market potential in Aluminium and Steel</li><li>▪ Benefits from proximity to port</li></ul>
 <p><b>Food &amp; Beverage</b></p>	<ul style="list-style-type: none"><li>▪ Proximity to target consumer market</li><li>▪ Benefits from proximity to port (planned dedicated food grain terminal)</li></ul>
 <p><b>Construction</b></p>	<ul style="list-style-type: none"><li>▪ Market potential due to high level of planned investment</li><li>▪ Float glass currently imported; can be processed onsite</li></ul>
 <p><b>Logistics</b></p>	<ul style="list-style-type: none"><li>▪ Proximity to port</li><li>▪ Growing trade volumes</li></ul>
 <p><b>Marine</b></p>	<ul style="list-style-type: none"><li>▪ Proximity to port</li><li>▪ Onsite canal</li></ul>
 <p><b>Downstream Petrochemicals</b></p>	<ul style="list-style-type: none"><li>▪ Proximity to Mesaieed Industrial Area</li><li>▪ Feasibility subject to Qatar Petroleum support</li></ul>



# Um Alhoul Special Economic Zone

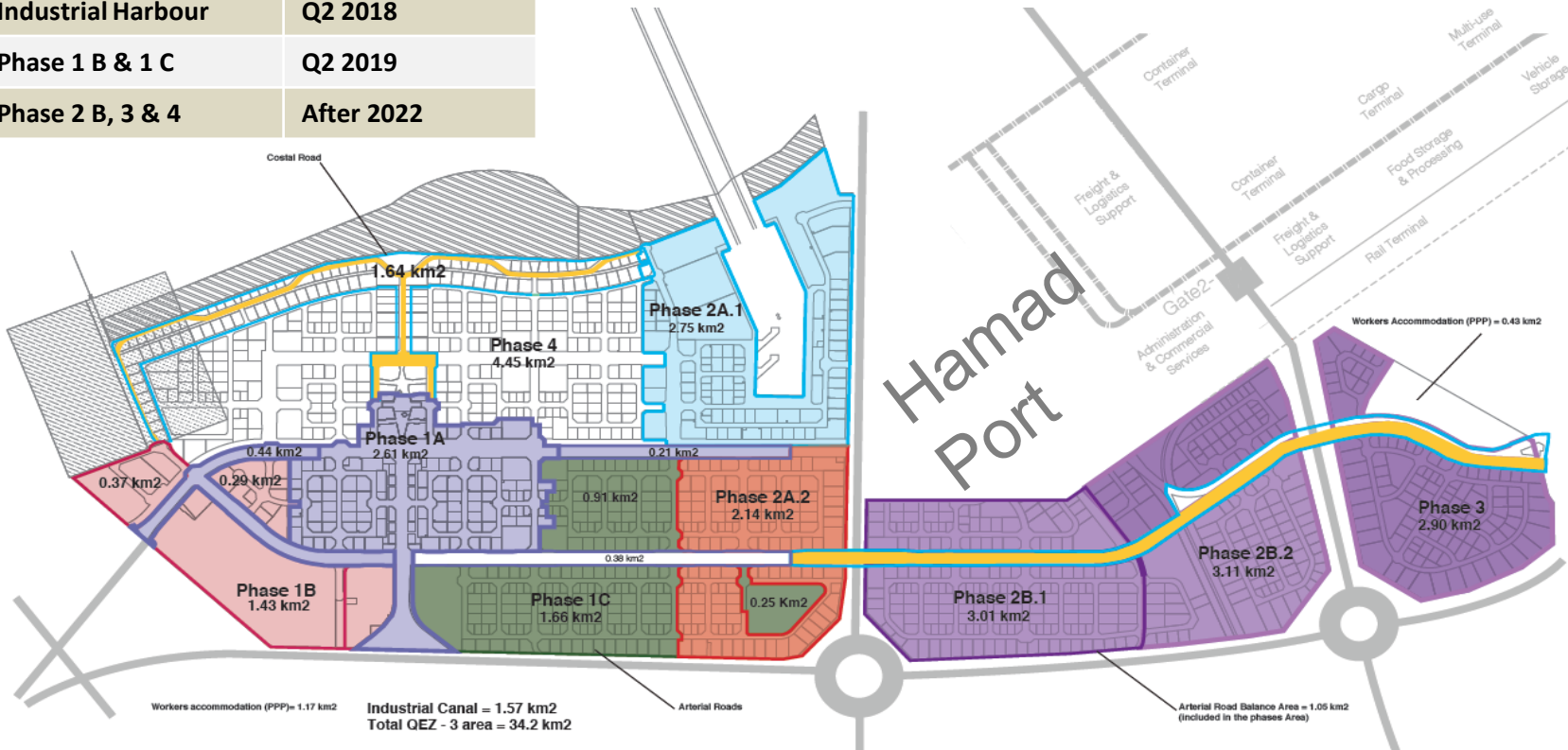
## Land Use and Subdivision Land





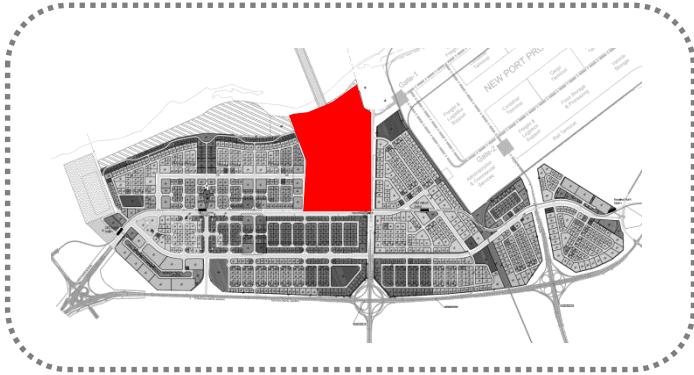
# Um Alhoul Special Economic Zone Timeline & Progress Phasing

Phase	Completion Date
Phase 1 A	Q2 2018
Phase 2 A	Q4 2018
Industrial Harbour	Q2 2018
Phase 1 B & 1 C	Q2 2019
Phase 2 B, 3 & 4	After 2022





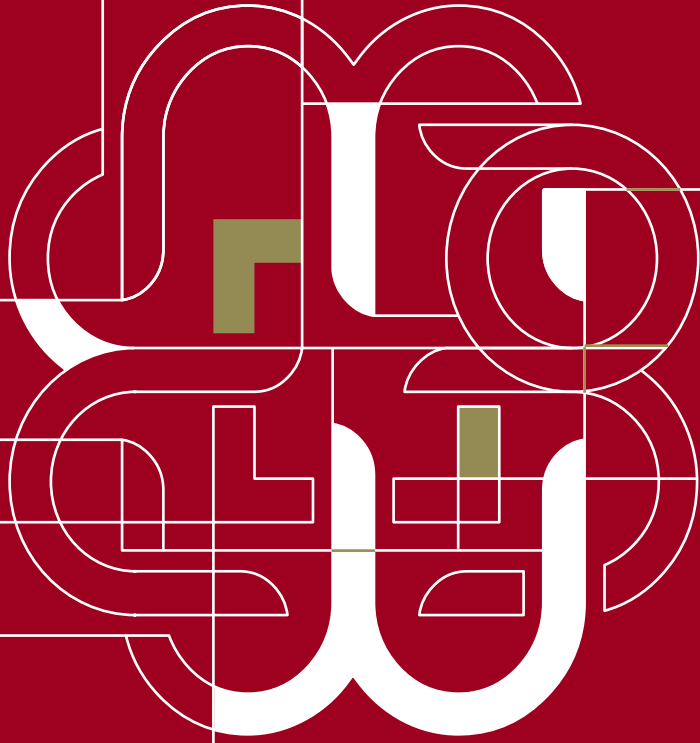
# Um Alhoul Special Economic Zone Industrial Canal



Marine Cluster Area: 3,450,816 m<sup>2</sup>



Land Use	Plots	Range of Areas (m <sup>2</sup> )	Area (m <sup>2</sup> )
Port Link Industry	2	178,000 – 205,000	382,734
Multi Purpose Berth	1	–	197,076
Marine Support Activities	25	8,900 – 61,200	430,979
Yard Commercial	6	4,500 – 10,800	52,513
Showroom	5	9,300 – 11,500	51,569
Ship Yard	23	4,000 – 10,800	151,765
Dredge Base	1	–	370,300
Activities to be confirmed	23	4,700 – 18,600	186,577
Service Hub	1	–	18,057
<b>Total</b>	<b>87</b>		<b>1,859,626</b>



al Karana

منطقة اقتصادية خاصة، من مناطق  
SPECIAL ECONOMIC ZONE, BY MANATEQ

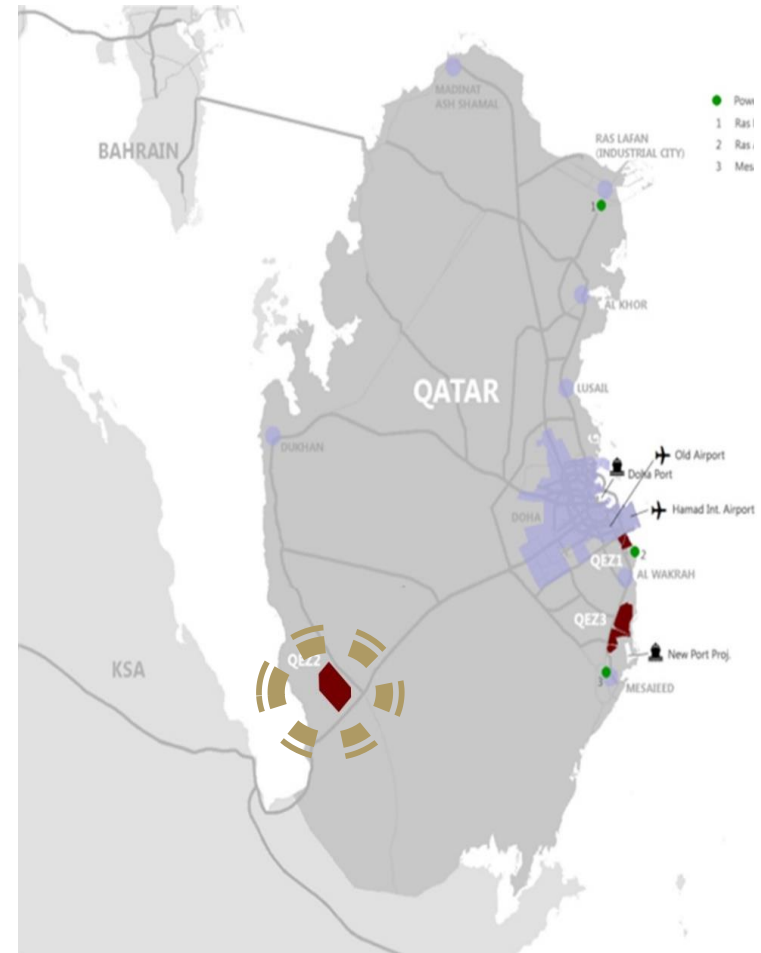




## Al Karaana Special Economic Zone Overview

“The largest QEZ with competitively priced land providing a strong growth environment for relocated SMEs from **Doha’s Old Industrial Zone**, a home for space-hungry new investors, and a **logistics center** with freight rail connectivity that serves to decentralise and diversify Qatar’s economy...”

- Al Karaana will be Manateq’s **Largest Project**.
- **Strategically Located** half way between Doha and Abu Samra on the border of Kingdom of Saudi Arabia.
- Al Karaana will be **The Overland Gateway to GCC Markets**.
- Al Karaana provides you with all the required **Infrastructure** for successfully servicing the **GCC Countries** and **Global Markets**.

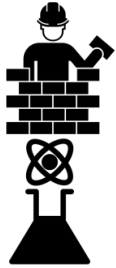




# Al Karaana Special Economic Zone

## Target Sectors

### SECTORS



**Construction  
Materials**



**Chemicals**



**Plastics**



**Metals**



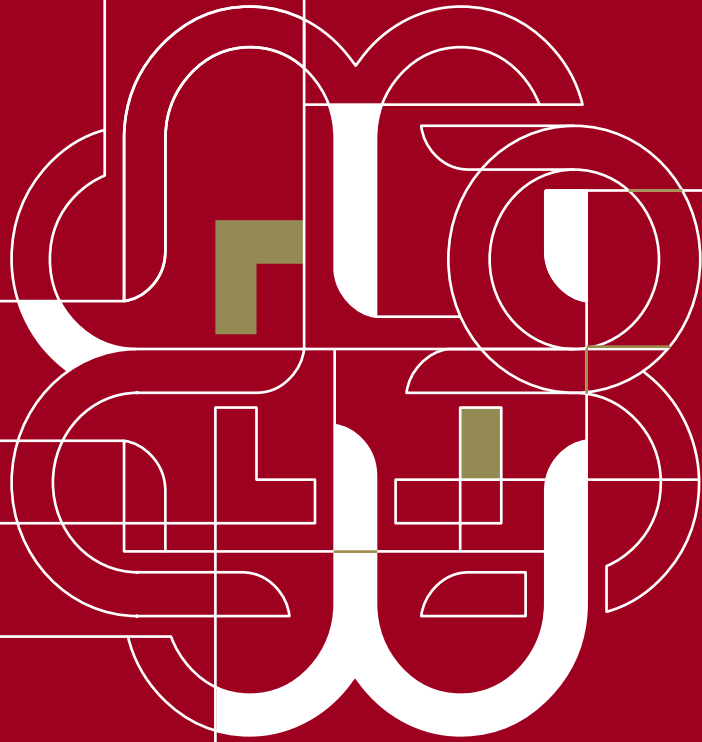
**Logistics**



**General  
Manufacturing  
and Services**

### RATIONALE

- Growing demand for ceramics and structural products served by imports
- Bulk raw materials stored on site -logistic area
- Rail access to Northern Saudi Arabia mineral sources
- Develop the tertiary side of petrochemical value chain without competing with QP
- Qatar's growing speciality and consumer chemicals demand
- Add value to Qatar's petrochemical raw materials production
- Growing demand for packaging products, driven by population and economic growth
- Plastic construction materials in high demand and served by imports
- Government policies and programmes encourage recycling activities
- Capitalise upon Qatar's aluminium (Qatalum) and Steel (Qatar steel) production
- Add value to Qatar's unwrought aluminium exports
- Locally source aluminium and iron construction materials needs
- Cater for Qatar's bulk (construction) materials growing storage needs
- Cater for the logistic demand generated by the other co-locating industries
- Cater for Doha Old Industrial Area relocating industries land needs
- Provide a competitive platform to further develop Qatar's SMEs

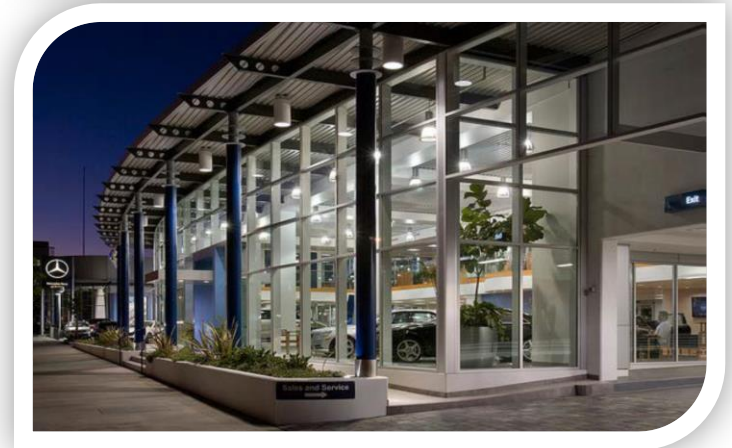


## **Logistic Parks**



## Logistic Parks Objectives

- To provide storage facilities suitable for small and medium industries in terms of **Size, Location, Temperature Control and Services**
- To carefully set the **Product Mix** based on actual market needs and close the supply-demand gap on the storage market
- To provide solutions that rectify the current market issues such as **illegal, Unsafe and Unsuitable Storage Offerings.**
- To reduce the overall “**Cost of Goods**” due to availability of affordable storage and consequently reducing inflation



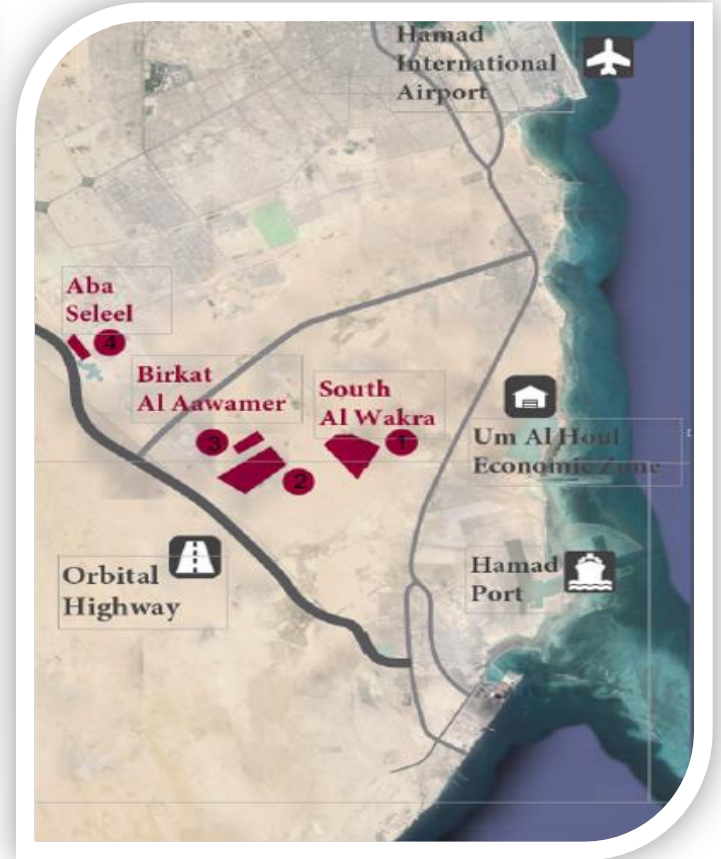
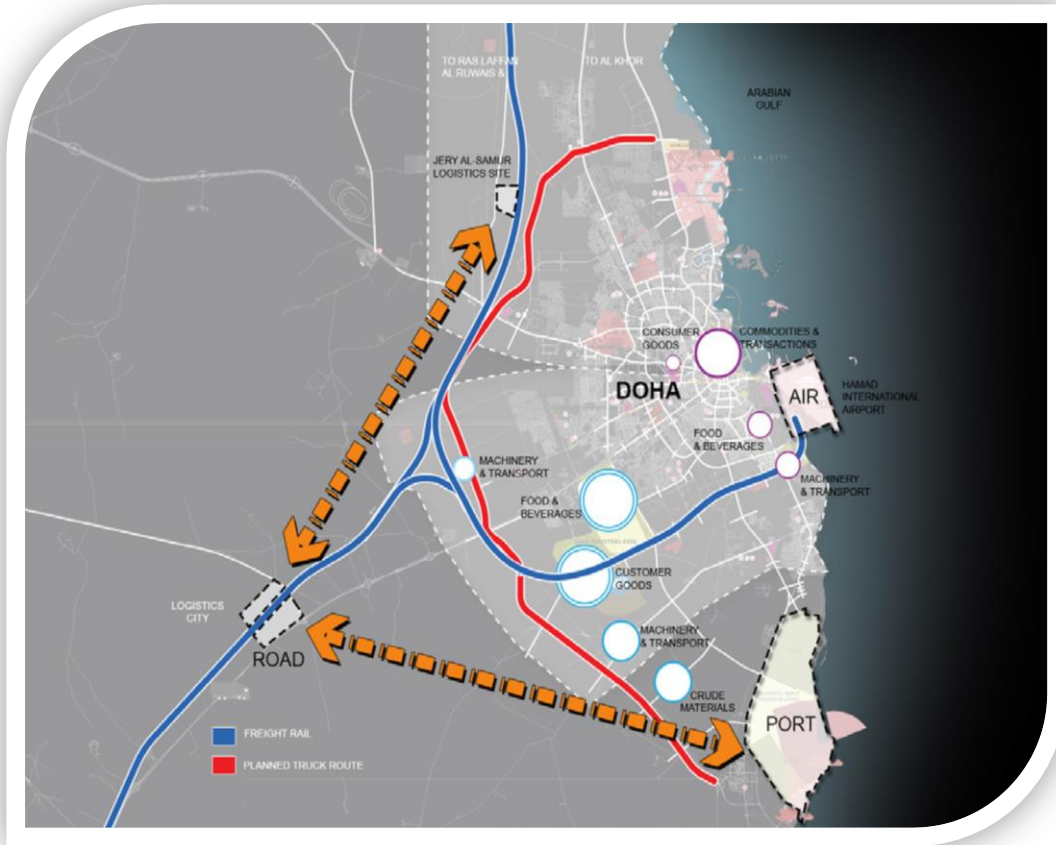


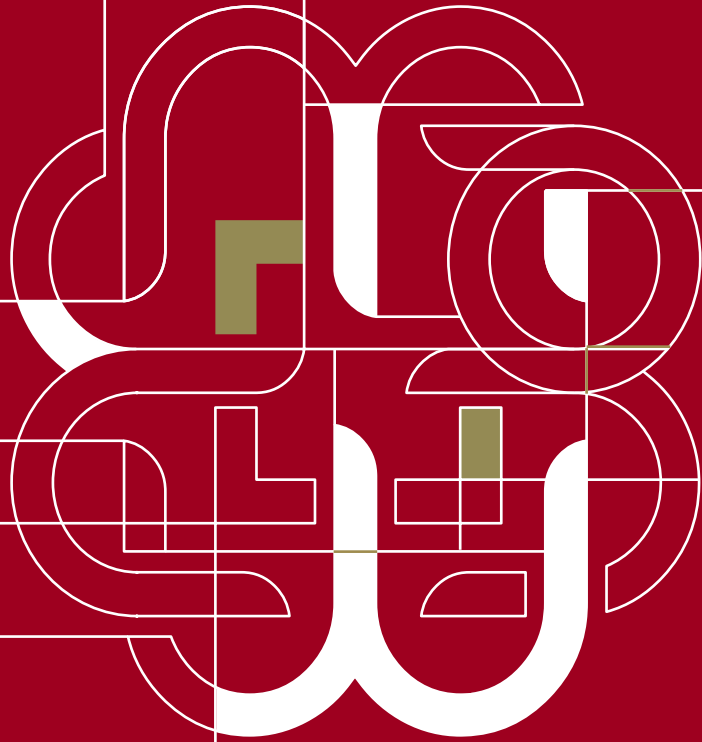
## Logistic Parks Overview

Jery Al Samur	Birkat Al Awamer
<ul style="list-style-type: none"><li>▪ Project Size : <b>748,000 m<sup>2</sup></b></li><li>▪ No of Plots : <b>21</b></li><li>▪ Size of Plots: <b>10,000 m<sup>2</sup> to 36,000 m<sup>2</sup></b></li><li>▪ Awarded in <b>April 2015</b>.</li><li>▪ Modern Warehouse Facilities to serve the local market in the following sectors:<ul style="list-style-type: none"><li>• Food and Beverage</li><li>• Global Warehouses</li><li>• Auto tools and Machinery</li><li>• Construction Materials</li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ Project Size : <b>4154880.92 m<sup>2</sup></b></li><li>▪ No of Plots : <b>1368</b></li><li>▪ Awarded in <b>December 2015</b>.</li><li>▪ Modern Warehouse Facilities to serve the local market in the following sectors:<ul style="list-style-type: none"><li>• Assembly</li><li>• Heavy industry</li><li>• Shipping Services and Marine Equipment</li><li>• Contracting</li></ul></li></ul>
Al Wakra	Aba Saleel
<ul style="list-style-type: none"><li>▪ Project Size : <b>3732457.80 m<sup>2</sup></b></li><li>▪ No of Plots : <b>327</b></li><li>▪ Awarded in <b>December 2015</b>.</li><li>▪ Modern Warehouse Facilities to serve the local market in the following sectors:<ul style="list-style-type: none"><li>• Food and Beverage</li><li>• Global Warehouses</li><li>• Auto tools and Machinery</li><li>• Construction Materials</li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ Project Size : <b>298298.37 m<sup>2</sup></b></li><li>▪ No of Plots : <b>298</b></li><li>▪ Awarded in <b>December 2015</b>.</li><li>▪ Modern Warehouse Facilities to serve the local market in the following sectors:<ul style="list-style-type: none"><li>• Electronics</li><li>• Printing, Laundry &amp; Animal Food</li><li>• Food Manufacturing &amp; Warehousing</li><li>• Fashion &amp; Art</li></ul></li></ul>



# Logistic Parks Locations













## **Warehousing Parks**

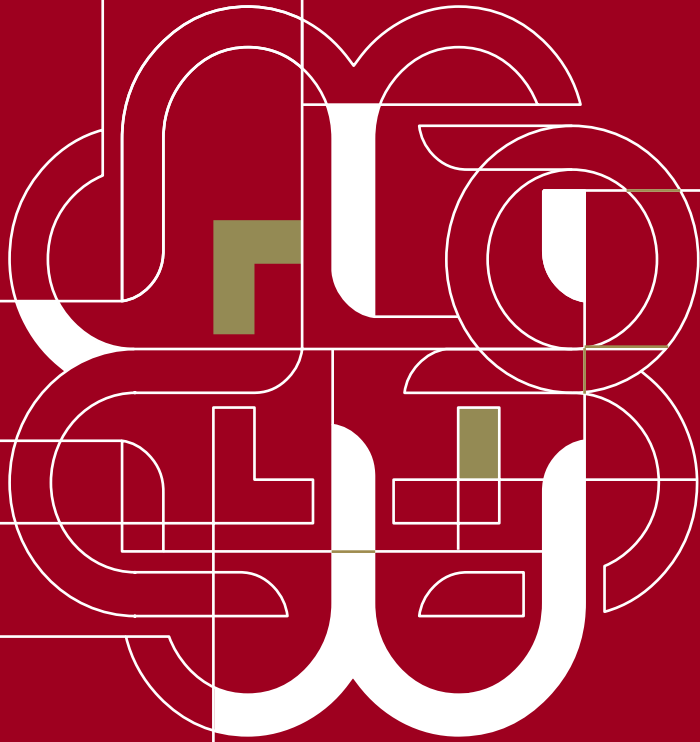


# Warehousing Parks Overview

All projects have been awarded to investors on a **BOT** basis

No.	Project name	Plot Size	Commencement Date	Completion Date
1	 <b>Umm Shahraine 1</b> Warehousing Park SUPPORTED BY MANATEQ 	499,181 m2	Jan 1st, 2015	Dec 27th, 2016
2	 <b>Umm Shahraine 2</b> Warehousing Park SUPPORTED BY MANATEQ 	500,000 m2	Jan 16th, 2015	Dec 31st, 2016
3	 <b>Bu Fesseela</b> Warehousing Park SUPPORTED BY MANATEQ 	469,406 m2	Jan 15th, 2015	Jan 14th, 2017
4	 <b>Bu Sulba</b> Warehousing Park SUPPORTED BY MANATEQ 	500,000 m2	Jan 11th, 2015	Jan 17th, 2017





## **How To Engage With Manateeq**



## Manateq Solutions Enquiry Submission

- If you wish to engage with Manateq, please submit an initial enquiry on the “**Get started**” section of our website
- The **business development team** will then contact you to follow up and discuss your requirements
- Further information on our website  
<https://www.manateq.qa/>
- We look forward to hearing from you

The screenshot shows the Manateq website's enquiry submission page. The header features the Manateq logo and navigation buttons for LOGIN, SEARCH, and a language selector (English). Below the header, there are buttons for INVEST, QATAR, SERVICES, GET STARTED, and MANATEQ. The main content area is titled "SUBMIT YOUR ENQUIRY" and includes a "Contact information" section with fields for First Name, Last Name, Email, Company Name, Telephone 1, and Telephone 2. Below this is an "Enquiry and Business Information" section with dropdown menus for "What best describes your enquiry?" and "Where did you hear about Manateq?", and a text area for "What would you like to Enquire about?". A CAPTCHA field is also present. To the right, a "HELPFUL INFORMATION" section provides contact details: "For more information please contact us on telephone: +974 4032 3333, Fax: +974 4483 172 - Manateq Headquarters, 18th Floor, Tower 2, The Gate Mall, 20000 Doha, Qatar". A red "Submit" button is located at the bottom right of the form.



Contact Us

أسس متميزة. فرص لا محدودة

Prime foundations. Boundless opportunities.

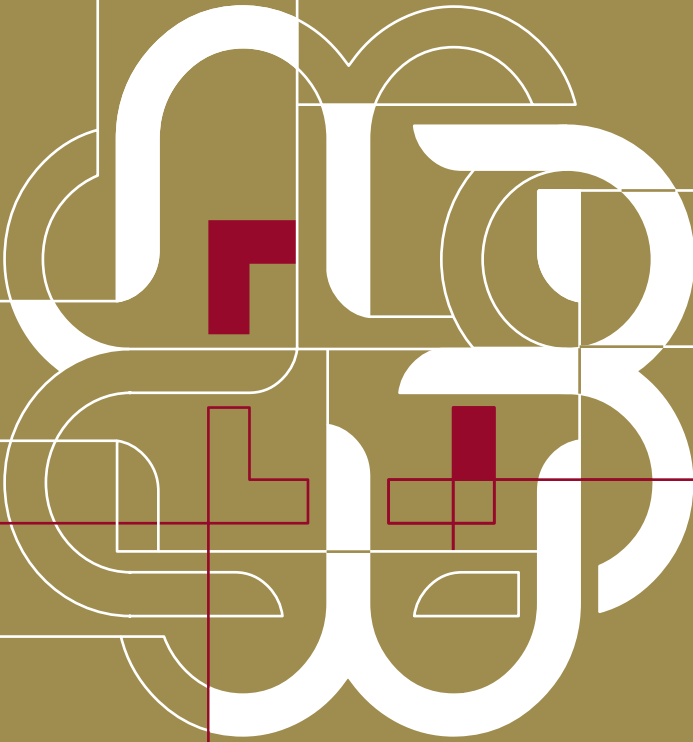
**For more information please contact us on:**

**Telephone: +974 4032 3333**

**Fax: +974 4407 7349**

**Manateq Headquarters:**

**10<sup>th</sup> Floor, Tower 2, The Gate Mall, 29000 Doha, Qatar**



Prime Foundations.  
Boundless Opportunities

Thank You



manateq  
شركة المناطق الاقتصادية، قطر  
ECONOMIC ZONES COMPANY, QATAR



مركز قطر للمال  
QATAR FINANCIAL CENTRE

## Q&A

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مركز قطر للمال  
QATAR FINANCIAL CENTRE

# NETWORKING BREAK

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مركز قطر للمال  
QATAR FINANCIAL CENTRE

# BUSINESS OPPORTUNITIES FOR 2022 FIFA WORLD CUP

---

Mr. Ali Hassan Al-Neama

Senior Engineer, Programme Services,  
Supreme Committee for Delivery and Legacy (SC)





اللجنة العليا  
للمشاريع والبرث  
Supreme Committee  
for Delivery & Legacy

# A FIFA World Cup™ for Qatar and the Region









# Khalifa International Stadium



# Al Wakrah Stadium



# Al Bayt Stadium



# Qatar Foundation Stadium



# Al Rayyan Stadium



An aerial architectural rendering of a sports training complex. The scene features several large, green soccer fields with white markings, interspersed with modern, multi-story buildings and parking lots. A winding blue river or canal flows through the center of the site, bordered by lush greenery and trees. A multi-lane road with traffic is visible on the left side. The overall design is integrated and green, with a focus on outdoor sports facilities.

# Training Sites



# Infrastructure



# Doha Metro



# Hamad International Airport



# Expressways



# Business Opportunities

## Competition Venues

### Main Contractor

#### Subcontractors:

- Lighting Systems
- Seating / Doors / Windows
- Turf & Landscaping
- Cooling Systems & Equipment
- MEP
- Flooring
- Structure Solutions
- ICT Equipment
- Audio/Video Systems & Equipment
- Security

#### Material Suppliers:

- Rebar
- Structural Steel
- Bitumen
- Concrete
- Limestone
- Gabbro
- Washed Sand

## Non-Competition Venues

Accommodations  
(*FIFA & non-FIFA Delegations*)

Public viewing  
Events

Medical Services  
and Doping  
Controls

Media  
Requirements &  
Facilities

## Tournament Operations

Government &  
Host City  
Operations

Security  
Operations

Transport  
Operations

Stadium &  
Training Site  
Operations

Precinct/Estate  
Operations

Operations  
Interface  
Contingency

## Tournament & Corporate Affairs

Event  
Management  
Companies

PR Agencies

Media &  
Production

IT Systems

Human  
Resources  
Services

HSSE



اللجنة العليا  
للمشاريع والبرث  
Supreme Committee  
for Delivery & Legacy

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مركز قطر للمال  
QATAR FINANCIAL CENTRE

## EXPERIENCE IN QATAR

---

Mr. Masaharu Morita

Europe & Middle East/Africa, Modality Marketing Group,  
Medical Division, Fujifilm Corporation



## ▶ Healthcare Business in Qatar



*Masaharu Morita* 守田正治  
*Regional manager EMEA* 欧州中東アフリカ統括  
*Governmental program manager* 政府系プログラム統括  
*Medical system division* メディカルシステム事業部 FUJIFILM  
Corporation 富士フイルム株式会社



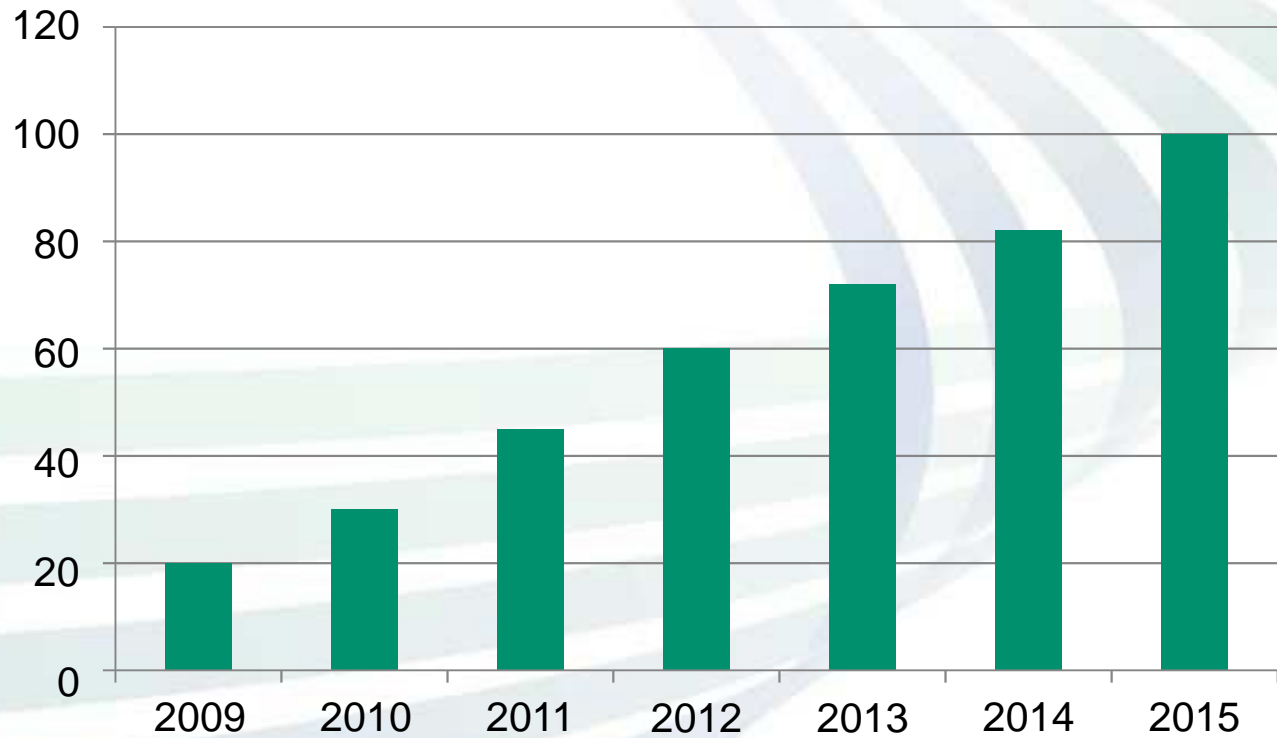


# ▶ Healthcare business sales



## in Middle East & Africa(MEA)

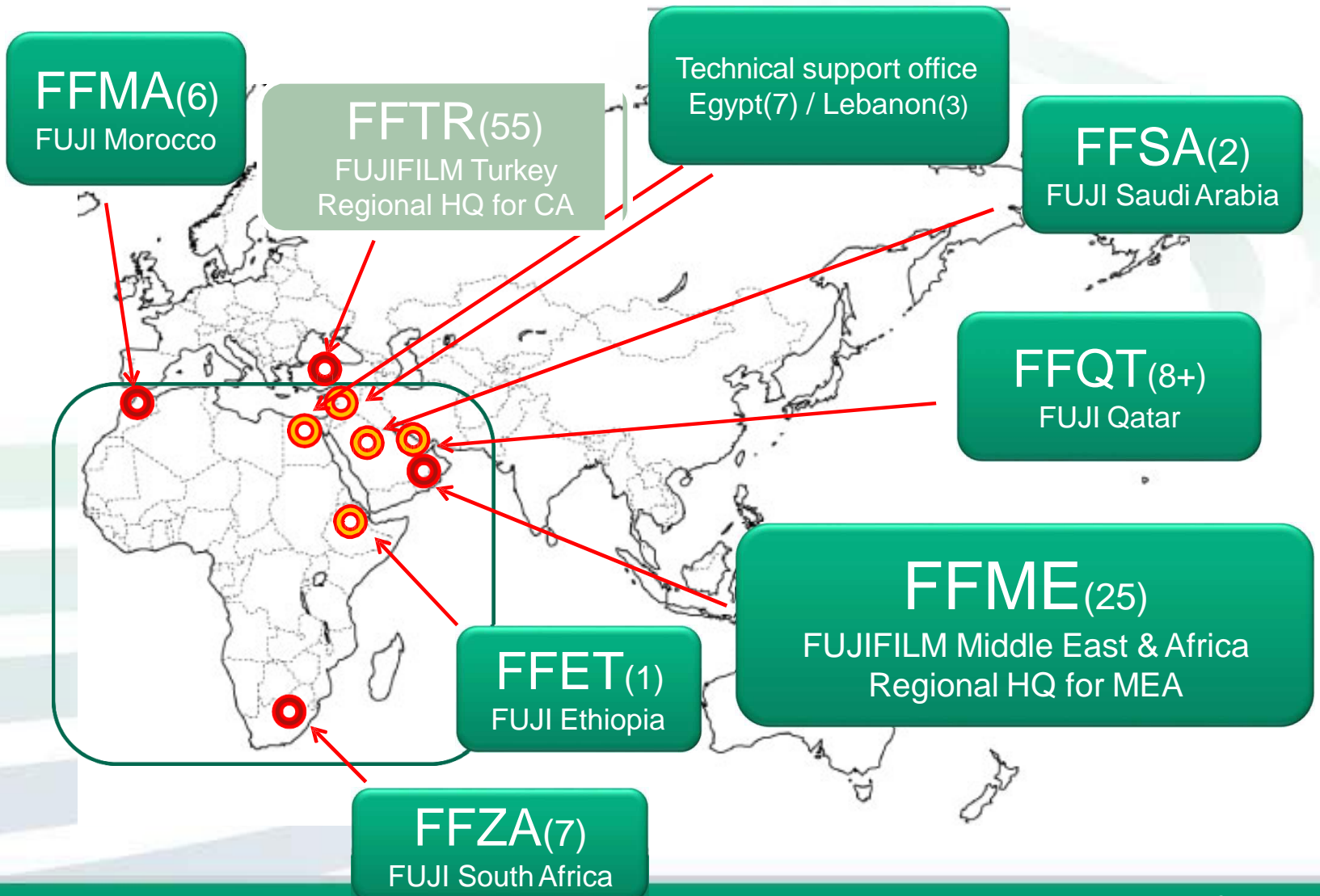
Sales result (M\$)



↑  
ドバイ  
リージョナルHQ設立

↑  
カタール  
テクニカルオフィス設立

# ▶ FUJIFILM MEA organization



▶ FUJIFILM MEA team

FUJIFILM





## チャレンジポイント

1. 多国籍軍
2. 出稼ぎ労働者
3. 高給料・高生活費

多国籍を纏めるには、目標を誰よりも高く、絶対に立ち止まらせない。  
**It's a mixed nationality, so highest vision, non stop is key of stabilize.**



Fujifilm Academy

**FFAC** Middle East



Education

# ▶ Dubai regional training facility FUJIFILM



# ▶ Hands on training with machine

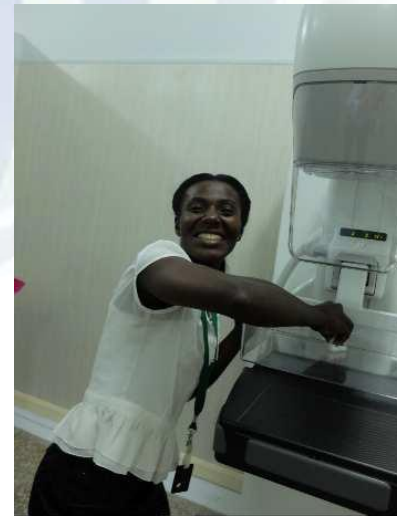
# FUJIFILM





# ► Certification

# FUJIFILM



# ▶ Radiographer training course

# FUJIFILM



# Radiologist training course



Dr. Linver



Dr. Tabar



▶ Endoscopy training Doctor & Nurses

FUJIFILM



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# ▶ Engineering repair training

# FUJIFILM

## FUJIFILM

Middle East & Turkey

Repair and Service Center



**FFTR**  
Fujifilm Turkey



**FFTYO**  
Fujifilm Japan



Service Coverage Area

Services we provide

Repair workshop

Training and supplement

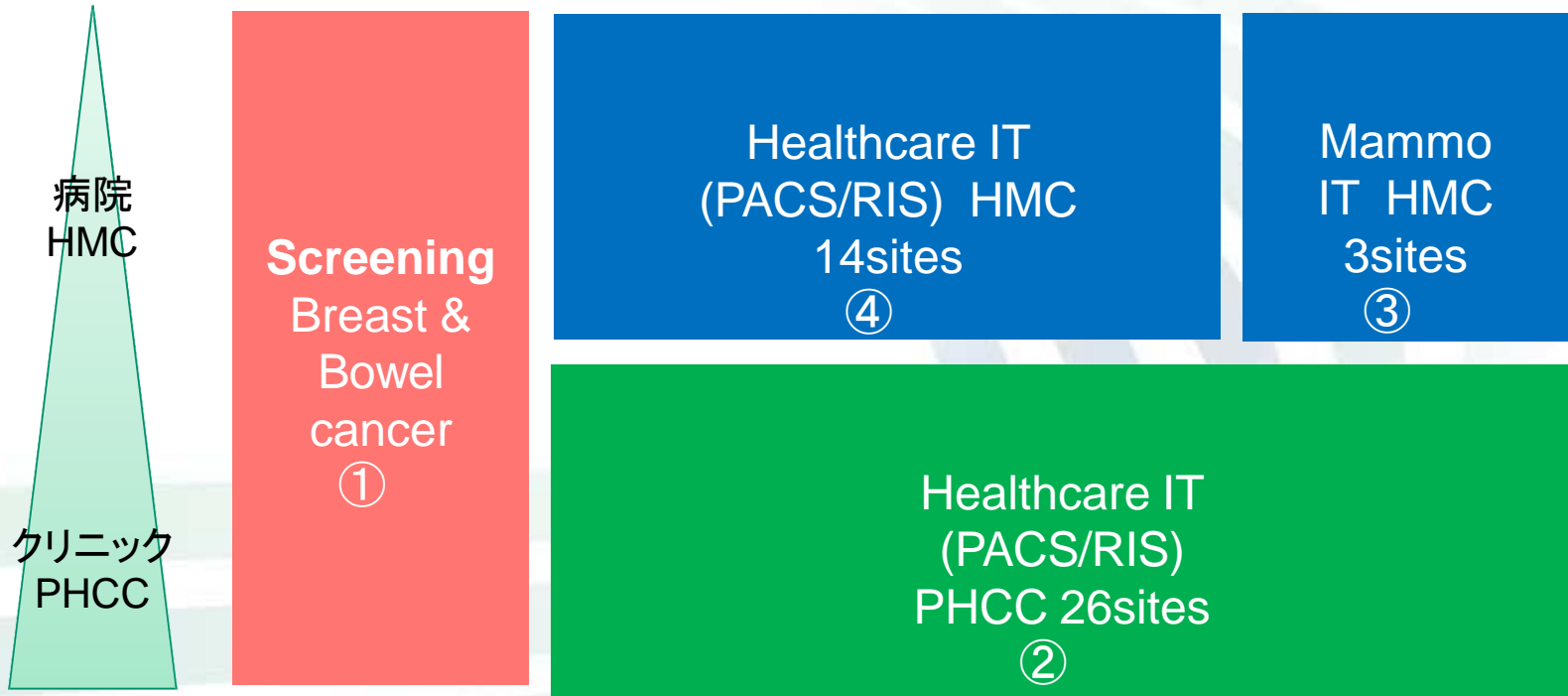
Standards in service



Qatar  
Program

# ▶ Healthcare IT program

# FUJIFILM



مؤسسة حمد الطبية  
Hamad Medical Corporation  
Hamad  
HEALTH - EDUCATION - RESEARCH  
صحة - تعليم - بحوث



مؤسسة الرعاية الصحية الأولية  
PRIMARY HEALTH CARE CORPORATION



# ► Breast/Bowel cancer screening full turnkey





# ▶ Opening ceremony

# FUJIFILM

**MARHABA**  
Qatar's Premier Information Guide

<http://marhaba.qa/the-first-breast-bowel-cancer-screening-centre-now-open/>



The First Breast & Bowel Cancer Screening Centre Now Open



# ► Package program



Re-Socialize

Awareness & Campaign

Follow up

Invitation & Scheduling

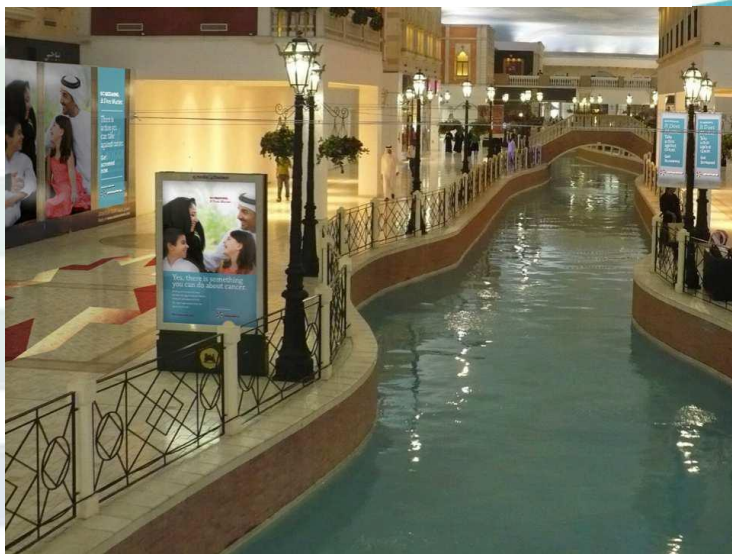
Treatment

Consultation & Check up

Diagnose & Assessment



# Cancer screening awareness campaign



# Screening management service(staffing)



Call center



Reception



Nurse



General Doctor



Radiologist



Radiographer



50+ staffs



# ▶ Government to Government

# FUJIFILM



タミーム・カタール首長と握手する安倍総理大臣  
(写真提供：内閣広報室)



日・カタール首脳会談  
(写真提供：内閣広報室)

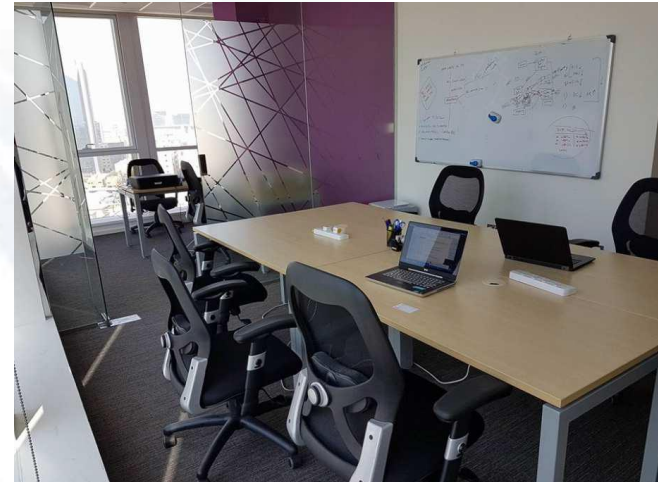


Qatar  
office

# ▶ Qatar Financial center

# FUJIFILM

Al Shoumoukh tower





業務形態: Technical service office

スタッフ数: 8 (1 Japanese + 7 local)

ロケーション: Al Shoumoukh tower / 10F 28m<sup>2</sup> (QFC recommended office)

オフィス金額: QAR23,000/月(電話・インターネット等のサービス料金除く)\*65万円程

度 ファーニッシュオフィスのメリット: 備品は完備、即座に業務開始可能

QFC companyとしてのメリット: 従業員のビザ発給手続きが比較的進めやすい。  
QFC中にImmigration銜連を扱う部署がありコミュニケーションが取りやす柔軟な手続き。  
(UAE JAFZAと比べて、同じ目線でコミュニケーションを取ろうとする姿勢が伺え好感。)

[masaharu.morita@fujifilm.com](mailto:masaharu.morita@fujifilm.com) / 090-2549-9968



**FUJIFILM** Medical Division

人に始まり、人が全て



مركز قطر للمال  
QATAR FINANCIAL CENTRE

# THE QFC ADVANTAGE

---

Mr. Masatoshi Takesako

Chief Officer, Doha QFC Office,  
Sumitomo Mitsui Banking Corporation

# Advantage of Doing Business in Qatar



LEAD THE VALUE



Sumitomo Mitsui Banking Corporation  
Doha Office – Qatar Financial Centre

# Europe, Middle East & Africa



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Financial Services and Markets Authority  
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Deutsche Bundesbank

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Authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority

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De Nederlandsche Bank

**SMBCE Dublin Branch**  
Central Bank of Ireland

**SMBCE Madrid Branch**  
Banco de España

**SMBCE Milan Branch**  
Banca d'Italia  
Commissione Nazionale per le Società e la Borsa

**SMBCE Paris Branch**  
Autorité de Contrôle Prudenciel et de Résolution  
Autorité des Marchés Financiers

**SMBCE Prague Branch**  
Česká národní banka

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# State of Qatar

## State of Qatar at a Glance

The area of country: 11,437km<sup>2</sup> (Almost same as Akita Prefecture in Northern part of Japan.)

Population: 2,33 Million as of 31<sup>st</sup> July 2016. (Source : QNB Monthly report and MDPS).

Growth rate YoY : 9.7%  
 Male: 1.84 Million  
 Female: 0.49 Million  
 Locals: 14%  
 Expats: 86%

Political System: Constitutional emirates

Religion: Islam (Sunni)

Japanese Residents : 981 (2015) by Ministry of Foreign Affairs (“MOFA”).

Business Ranking: Qatar ranked 48<sup>th</sup> for year 2014 in the “Ease of Doing Business” rating by World Bank out of 189 countries

LNG and Qatar:

- History of LNG in Qatar** :
- In 1970 Shell discovered natural gas in North Field but no markets at this time for this fuel.
  - However, by mid of 1990’s Qatar started to promote LNG.
  - Exxon Mobil was the important early investor; Shell, Total & ConocoPhillips joined later.

- Productions Capacity** : 77 MM metric tons per annum (QatarGas 42 MM and RasGas 35 MM tones per year).  
**Reserves Volume** : 872 Trillion cubic feet which is 3<sup>rd</sup> largest gas reserves in the world after Russia and Iran.  
**Export Volume** : Qatar export 76 MM metric tons in 2015 & became 1<sup>st</sup> exporter of LNG in the world since 2006.  
**Main Export Destinations** : Japan, South Korea, China, and Singapore.  
**LNG minable years** : Over 100 years.



### Qatar Credit Rating

2016	S&P	Moody's	Fitch
<b>Rating</b>	AA	AA2	AA
<b>Outlook</b>	Stable	Negative	Stable
<b>Date</b>	Feb-2016	May-2016	Sep-2016

### Qatar History

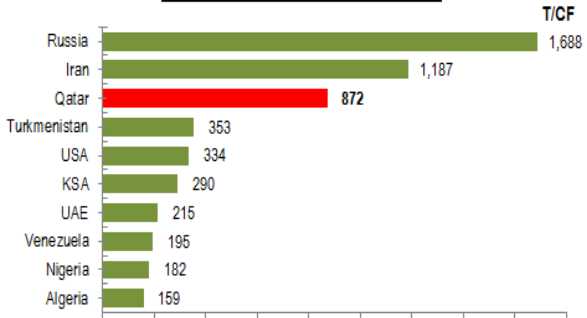
- 1916 : Qatar was British protectorate.
- 1939 : 1<sup>st</sup> oil field discovered at Dukhan - West
- 1971 : Independent from U.K.
- 1995 : SHK. Hamad Bin Khalifa became Emir of Qatar
- 1996 : Qatar started to export LNG.
- 2011 : LNG production reached 77 MM / Y.
- 2013 : H.H. SHK. Tamim Bin Hamad became Emir of Qatar after his father abdication.



Emir of Qatar SHK. Tamim Bin Hamad Al-Thani  
 MoF – Mr. Ali Sherif Al Emadi  
 QCB Governor SHK. Abdullah Saoud Al-Thani

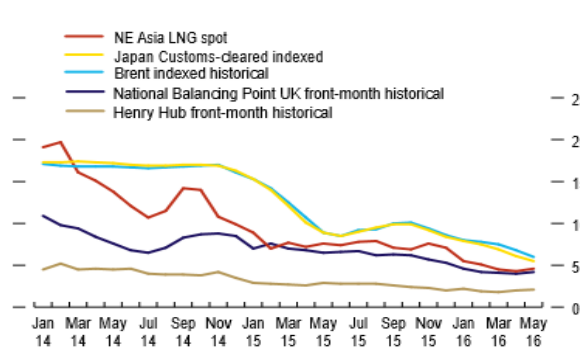
# LNG is Qatar's Source of Wealth

**Natural Gas Reserves**



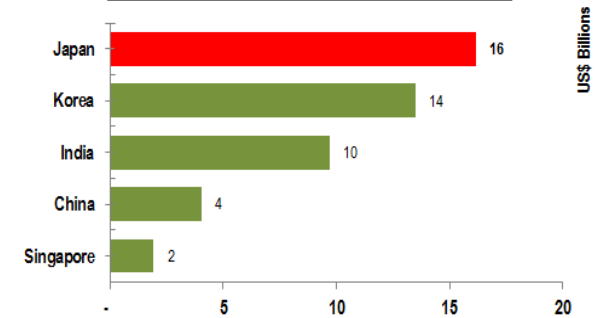
Source: QNB Economic Report

**LNG Prices (\$/mmBtu)\***



Source: Thomson Reuters EIKON, accessed 23 May 2016.

**Major Qatari's LNG Importers - 2015**



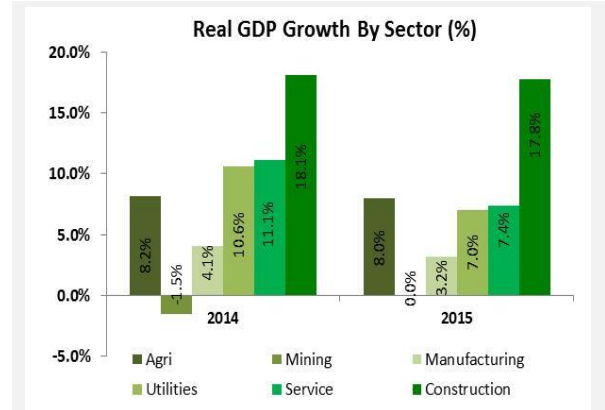
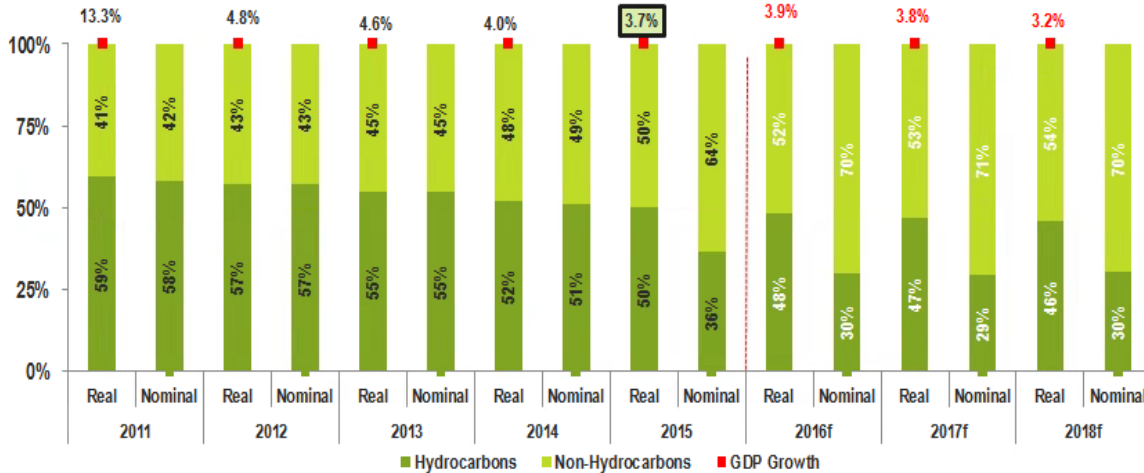
Source: Monthly Statistic Reports - MDPS

- Qatar possesses 13.3% of proven reserves of gas. It is the third-largest in the world after Russia 27% and Iran 15%.
- Qatar shares the world's largest gas field (known as the « North Dome ») with Iran and the country has become the world's leading exporter of LNG in just a few years, far ahead of Russia, Canada and Norway.
- Qatar boosted its overall LNG production capacity from 31 million tons a year to 77 million tons annually to become the largest producer of LNG in the world (32% of the total worldwide production).
- Gas prices are more important to Qatar than oil prices.
- Global LNG prices have fallen sharply over the past six months owing to overcapacity in the industry.
- Japanese natural gas prices stood at \$ 5.9 / mmBtu in April 2016. However, prices are expected to recover during 2016-2017 to reach \$ 8.00 / mmBtu as forecasted by IMF & World Bank.
- Qatar Energy companies have historically signed 25-year gas supply contracts with clients.
- Qatari LNG export contracts with key east Asian clients have not been renegotiated in recent months, and therefore attained prices in the forecast period are likely to be higher than elsewhere (Source: MDPS Report – 10, dated Jun 2016).
- 75% of Qatari LNG is under long-term contracts with mainly Asian client while the rest of 25% is sold on spot pieces.
- More than 65% of Qatari LNG delivered to Asia during 2015 where higher prices prevailed.
- Japan imported more than 31% of total Qatari LNG exports during 2015 followed by South Korea and India representing 27% and 19% respectively.
- In 2015, the value of LNG exports in Qatar exceeded all other hydrocarbon products, accounting for 46% of total merchandise exports.

\*1MMBtu=28.3m3 of natural gas at defined temperature and pressure



# Current and Forecasted Nominal & Real GDP 2011 - 2018



- Current and forecasted Real GDP Growth as per MDPS Report – 10, dated Jun 2016
- Hydrocarbons includes crude oil & gas extraction under mining & Quarrying.
- Volume GDP growth, measured in constant 2013 prices.
- The share of oil and gas in aggregate output declined further in 2015 in real and nominal terms given the sharp fall in hydrocarbon prices since mid-2014.
- In 2015, real GDP expanded by 3.7%, but the fall in oil prices during the year led nominal GDP to decline for the first time since 2009, by 20.6%.
- Despite lower oil prices, real economic growth in 2016 is expected to rise to 3.9%, buttressed by continued vigour of the non-hydrocarbon sector and the boost to upstream hydrocarbon production from the Barzan gas project. In 2017 and 2018, hydrocarbon production will again plateau, but solid expansion in non-hydrocarbon activities will sustain overall economic momentum.

- Continuing the trend established the year before, the non-hydrocarbon sector directed economic expansion in 2015, growing at 7.8%.
- The fastest-growing components of the non-oil and gas sector in 2015 were construction (17.8%), agriculture (8.0%), services (7.4%) and electricity and water (7.0%). All non-oil subsectors posted slower growth than in 2014.
- Construction is expected to lead growth in 2016 and is projected to expand by 9.9% while Manufacturing will grow at circa 8% in 2016, in view of increase in feedstock from Barzan lifts the production of refined products, fertilisers and petrochemicals.
- The service sector is expected to continue to post solid growth by 6.7% and to be the largest contributor to growth.

# State of Qatar

## Qatar Budget 2016

Qatar has forecast a budget deficit \$12.8bn in 2016, its first for 15 years. Revenues estimated at QR 156bn (\$43 bn), 31% lower than 2015. However government will continue to invest in the country's infrastructure.

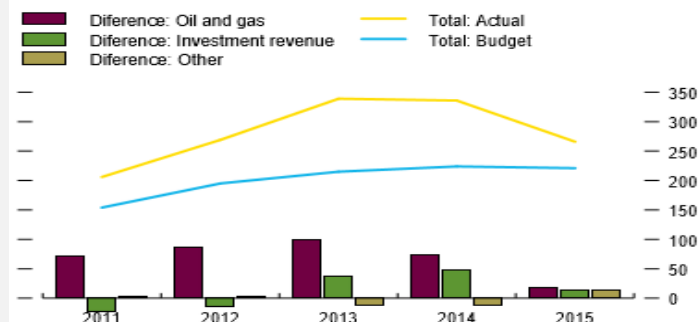
Qatar Budget - 2016 QR BN	2015	2016	%
Oil Price \$	65	48	-26%
<b>Fiscal Breakeven oil prices \$</b> (HSBC Report GCC Outlook – Apr 2016)	--	<b>52.4</b>	--
<b>Revenue</b>	<b>225.7</b>	<b>156</b>	<b>-31%</b>
<b>Expenditure</b>	<b>218.4</b>	<b>202.5</b>	<b>-7%</b>
Salaries	47.5	49.5	4%
Current Exp.	71.2	58.5	-18%
Minor Capital Exp.	12.2	3.7	-70%
Major Projects*	87.5	90.8	4%
<b>Surplus / Deficit</b>	<b>-</b>	<b>-46.5</b>	<b>-30%</b>

\*Please refer to Appendix 1 for more details

### Actions Taken to overcome Budget Deficits

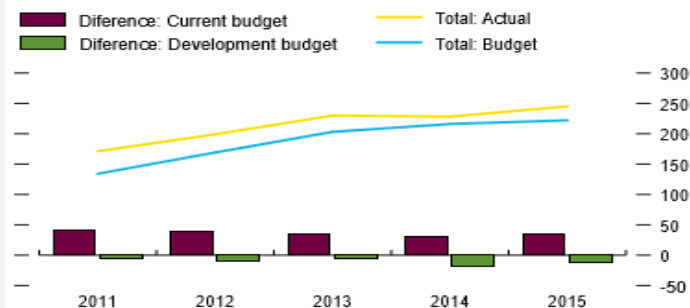


### Difference between actual and budget government revenue (QR billion)



Note: All years are adjusted to a calendar year basis.  
Source: Ministry of Finance and MDPS calculations.

### Difference between actual and budget government expenditure (QR billion)








Note: All years are adjusted to a calendar year basis.  
Source: Ministry of Finance and MDPS calculations.

- From 2016, the Ministry of Finance will use a calendar year basis for the budget year.
- Although oil prices have been decrease, Qatar Government will continue to spend on major sectors and infrastructure projects

# State of Qatar

## Banking Sector \*

Conventional Bank- \$ MM	Total Assets		Market Share	Net Profits		No. Branch	Risk Rating			Establish Year	Key Ratios as of FYE 2015			
	2015	6/2016		2015	6/2016		Fitch	Moody's	S&P		RoA	RoE	LR	NPLs
 QNB	147,794	189,545	50%	3,091	1,721	56	AA- Stable	Aa3 Stable	A+ Stable	1964	2.2%	19.1%	19.8%	1.4%
 COMMERCIAL BANK	33,867	34,882	11%	385	132	30	A+ Stable	A1 Negative	BBB+ Negative	1975	1.2%	8.6%	27.5%	4.2%
 بنك الدوحة DOHA BANK	22,859	23,934	8%	377	194	30	A+ Stable	A2 Stable	A- Stable	1979	1.7%	13.5%	26.3%	3.3%
 الخليجي al khaliji	15,540	16,613	5%	172	88	10	A+ Stable	A3 Stable	--	2007	1.2%	10.6%	30.6%	0.9%
 البنك الأهلي ahlbank	8,863	9,402	3%	178	91	16	A+ Stable	A2 Stable	--	1974	2.0%	14.9%	22.0%	1.2%

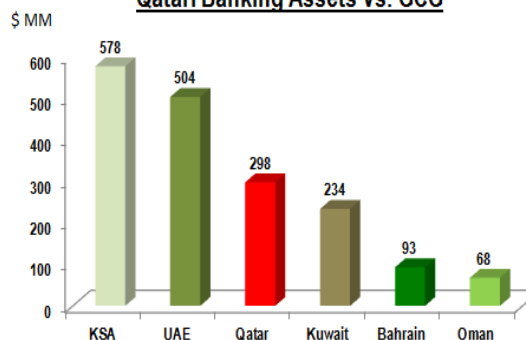
\*Source : KPMG Report dated April 2016 and official Bank's website.

### Banking Overview

- Currently 18 banks operates under Qatar Central Bank regulatory regime, of which 11 are national banks including four Islamic banks while the remaining 7 banks are foreign banks.
- Eight banks are listed in Qatar Stock Ex-Change (three being Islamic).
- No New banking licence were granted by QCB during the last three years.

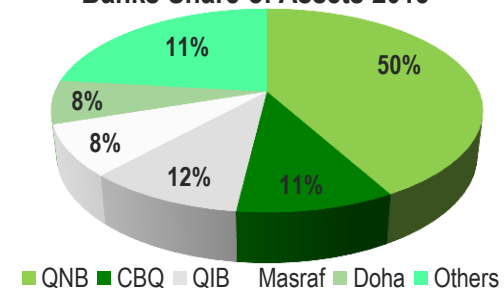
Graphs source : KPMG Report dated April 2016 and official Bank's website.

### Qatari Banking Assets Vs. GCC



- Robust asset growth has made Qatar's banking sector the third largest in the GCC after the UAE and Saudi Arabia.

### Banks Share of Assets 2015



- The Qatari banking sector is highly concentrated and the top five banks account for circa 80% of the sector's assets.

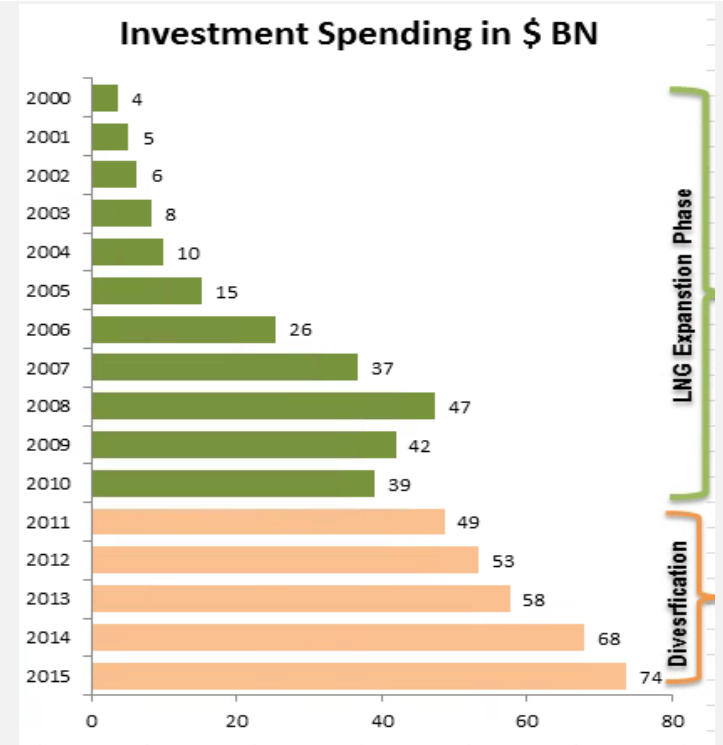
## Qatar Diversification Strategy

- Qatar's National Vision 2030 (QNV 2030) is willing to transform the country into a knowledge-based economy. Accordingly Qatar has used its significant hydrocarbon surpluses to undertake a major programme of infrastructure investments.
- Project spending ahead of the FIFA World Cup in 2022 is attracting a large influx of expatriate workers. Together, investment spending and population growth provide a major boost to domestic demand, leading to double-digit growth in the non-hydrocarbon sector.

### Qatar Steps to Diversify from Oil & Gas revenues

- Established QIA in 2005, ranked 9<sup>th</sup> in the world in terms of assets base sovereign funds (US\$ 256 BN) to invest cash surplus (*Qatar Investment Authority major investments including share in top tier companies as Volkswagen, Barclay's, Porsche, Hochtiefas & real estate projects located in a prime locations across the globe*). – Source : Public QIA news.
- Qatar Tourism Authority is willing to raise country's profile as an attractive destination for business (MIEC) & leisure. (As of June 2016 average hotel occupancy rate is 63% - Source: MDPS Monthly Report )
- Establish Qatar Foundation to focus on education, science and research, and community development.
- Food Security Program through MEC, Govt. has announced programs to secure food across the country including the following:-
  - Awarded 1<sup>st</sup> concession for poultry to JV (Jordanian operator) to secure up to 60% of local market requirements with total investment cost of QR 1.5 Billion (US\$ 412 MM)
  - New four (04) green houses concessions during 2016 to produce 80k tons vegetables & fruits will be located in the centre of Qatar. These tenders already announced in local newspaper and chamber of commerce in Qatar will support any foreign investor to establish JV with local investors.
  - New one (01) concession to produce up to 1k tons of shrimps will be located in Al Arish – North Qatar.
  - New one (01) concession to produce Dairy products.
  - New three (03) concession to produce fish will be located near Ras Laffan area.
 It is important to highlight that Government of Qatar is willing to develop Agro-Green-City over 140km<sup>2</sup> to achieve its food security program.

Some prominent Japanese trading houses (including Marubeni and Mitsui Corp) shows their interest for the upcoming concessions which will be announced during 2016 specially for Green Houses products.

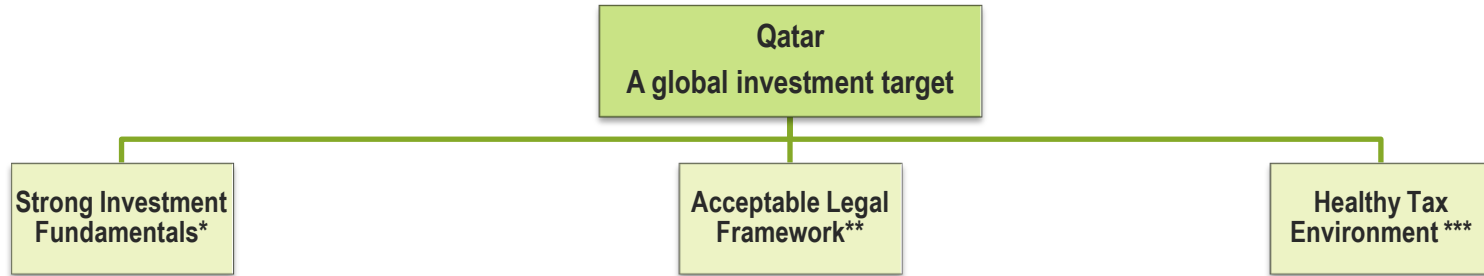


Source : Qatar Economic Insight issued by QNB

Investment spending went through two phases:-

- The first spanned 2000-11, and was mainly driven by the expansion of LNG facilities. This peaked in 2008, and then eased in 2009-10 as the LNG expansion programme was completed.
- This was followed by the second phase which focused on economic diversification. To drive investment in the non-hydrocarbon sector, the government earmarked USD182bn for capital spending in 2014-18, mainly in the construction and transport sectors

# Why Qatar?



**Credit Rating:** Qatar maintained the heights credit rating between other GCC (S&P AA, Moody's AA2, Fitch AA)

**Acceptable Economic Fundamentals:** Avr. Real GDP growth 6.02% over last 5 yrs  
 Inflation stood at 1.6% FYE 2015  
 Trade Balance surplus at \$ 48.8bn in FYE 2015  
 International reserves at \$ 36.0bn in Jun 2016  
 FDI : reached \$ 1.1 Billion in FYE 2015

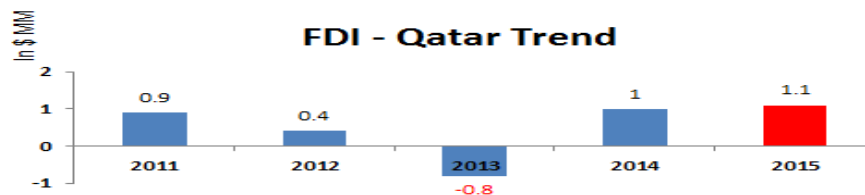
- The main legal framework for companies in Qatar is Commercial Companies Law No. 5 of 2002, which deals with companies and partnerships.
- Foreign Investment Law No. 13 of 2000.
- Foreign participation in business activities in Qatar is allowed in all sectors except in banking and insurance
- 51% ownership should be hold by nationals, However, 100% foreign ownership is allowed in some fields with ministerial approvals

- Healthy Tax environment up to 10% on Corporates tax rates and capital gains
- Qatar currently has three tax regimes in which foreign investors can potentially operate. Those tax regimes are the State of Qatar, the Qatar Financial Centre (QFC) and the Qatar Science and Technology Park (QSTP).
- As per law Potential availability of tax exemptions

\*Source : QNB Monthly Sep-16 & Qatar Economic Insight 2016

\*\* Source: KPMG – Investing In Qatar – Nov 14

\*\*\* Source: KPMG – Investing In Qatar – Nov 14 & PWC doing business in Qatar



Source : QNB Monthly Monitor Report – Sep 2016

## Qatar Financial Center (“QFC”) Benefits



### The QFC has its own:

- Regulatory Body
- Company Registrar
- Tax Authority
- Immigration Department – to fast-track visas and RPs
- Independent Judiciary
  - a) Regulatory tribunal
  - b) Civil and commercial court

### Full Ownership:

- QFC offers 100% foreign ownership with no limits for repatriation of profits

### Ease of Set-up

- QFC facilitating the process of obtaining license, Commercial registration, immigration and related services. (One-Stop-Shop)

### Legal Framework

- QFC provide healthy legal environment based on English common law.

### On-shore Environment

- Onshore business and platform with no restrictions on currencies used for trading

### Client Community

- QFC supporting client communities through intranet QFC client

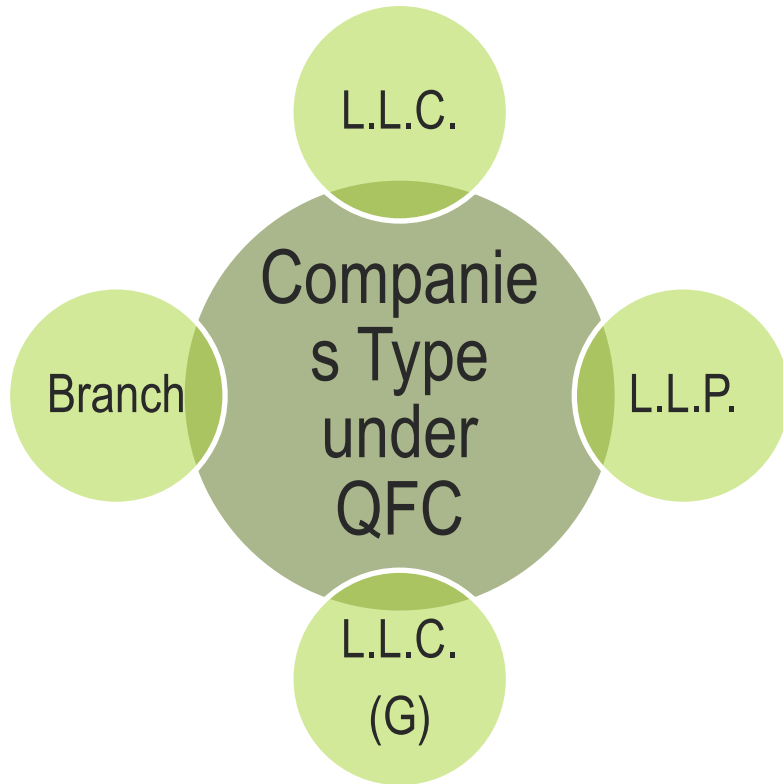
### Tax Environment

- Qatar has healthy tax environment. Also corporate taxes applies are 10% on locally sourced profits

# Why QFC?

## Type of Companies Under QFC

A QFC entity can take various legal forms, including the following



# Why QFC?

## One stop shop Set-up and Immigration Process

### QFC Immigration

***Electric visa application(Portal)***

***Visa issuance process within: 8 working days***

***Immigration office is located within QFC***

### Local Immigration

Manual submission for visa application

Visa issuance process: 2weeks-1 month or more

Local Immigration offices are located in various places





# Why QFC ?

## Commitment to QFCA

### QFCA Compliance Checklist

- General obligations under the QFC Regulations and Rules

### Director Change Report

- Notice obligation for director change of your firm

### Employment Standards Office ( ESO)

- Bi- Annual Notice to Employment Standards Office(ESO) / Ministry of Labour

### CRO Compliance Check List

- Compliance Check list to CRO (Company registration office)

### Annual Return

- Submit Annual Return(AR) containing summary of basic corporate information of your firm

### Annual Audited Accounts

- Annual Audited Financials

# SMBC Doha Office

## Sumitomo Mitsui Banking Corporation Doha QFC Office

- Set-up Year : 2008
- Chief Officer: Masatoshi Takesako
- Manager: Mohamed El Marzouki
- Address: Office 1901, 19<sup>th</sup> Floor, Qatar Financial Centre Tower, Diplomatic Area - West Bay, Doha  
Qatar, P.O. Box 23769
- Tel: +974-4496-7575

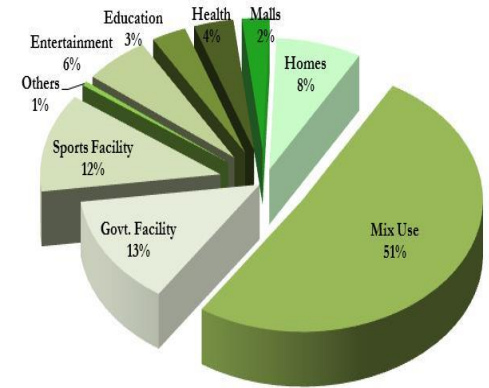


# Appendix.....1

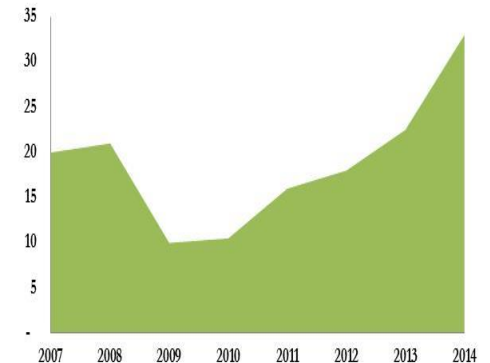
## Largest Projects In Qatar\*

Project Name	Budget \$ BN	Status	Project Owner	Due	Project Description
Lusail Development	45.0	Execution	Qatari Diar	2022	Development of 38-km <sup>2</sup> site that is 15 km north of Doha contains mix of residential, commercial, retail, hospital, resort, and entertainment venues.
Qatar Rail	40.0	Execution	Qatar Rail	2026	The project scope includes 260km of metro, light rail and 400km of mainlines, including passenger and freight rails.
Expressway	20.0	Execution	ASHGHAL	2018	This project is part of Ashghal's plan to develop a number of major motorways
HIA	15.5	Execution	NDIA	2020	Hamad International Airport started full operations in May 2014 with capacity for 35m passengers. The on-going expansion will increase capacity to 55m.
Local Roads	14.6	Execution	ASHGHAL	2019	A network of roads, drainage, utilities and related infrastructure.
Bul Hanine Field	11.0	Study	QP	2022	This project is expected to double capacity to 90k b/d and extend the life of the field
Barzan Gas	10.3	Execution	RasGas	2023	RasGas plans to increase gas supply to the domestic market to meet rising demand for power and others.
Barwa Al Khor	10.0	Execution	Barwa RE	2025	Mixed-use development to the north of Doha.
Water Security	7.7	Execution	QEWC	2026	To address rising water demand, QEWC has launched projects to maintain 7-days of strategic water storage within its network.
Education City	7.5	Execution	QF	2019	A university campus, schools, a science and technology park and associated facilities.
Hamad Port	7.0	Executions	New Port Steering Committee	2020	A new port of Doha, will be completed in three phases, with annual capacity of 1.7m tonnes of cargo, 1m tonnes of grains and 500k vehicles.

\*Source : MEED Projects and QNB Economics Insight Report - 2015



Qatar Contract Awards \$ BN



## Appendix.....2

### Key Macroeconomic Indicators

Figures in US\$ Billion*	2012	2013	2014	2015
Nominal GDP	187	198	206	165
Oil & Gas	108	111	108	64
Non Oil & Gas	78	87	98	101
% Growth of Non Oil & Gas	0	12%	12%	3%
Real GDP %	4.70%	4.40%	4.00%	3.60%
Oil & Gas	1.20%	0.01%	-0.6%	-0.5%
Non Oil & Gas	9.90%	10.40%	9.80%	8.20%
Trade Balance	102	102	96	49
Exports	133	133	127	77
Imports	-31	-31	-31	-28
FDI	0.4	-0.1	1.0	1.1
Banking Sector				
Assets	225,415	251,624	277,940	307,895
Loan	140,123	158,785	179,510	206,766
Domestic	131,402	147,159	162,016	182,610
International	8,721	11,626	17,494	24,157
Deposits	125,842	150,655	165,130	178,643

\* Source : QNB Monthly Monitor Report – Sep 2016



مركز قطر للمال  
QATAR FINANCIAL CENTRE

## Q&A

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# CLOSING REMARKS

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Mr. Jahon Burhonov

Head of Professional Services, Business Development





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QATAR FINANCIAL CENTRE

# NETWORKING RECEPTION

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## WHY QFC?

- 100% Foreign ownership
- 100% Repatriation of profits
- 10% Corporate tax on locally sourced profits
- Conduct business anywhere in Qatar or internationally, in any currency
- International Court, Regulatory Tribunal, International Dispute Resolution Centre
- World-class regulator

EXPAND  
**YOUR BUSINESS**  
TO QATAR

## SET UP IN 4 EASY STEPS

Contact the  
Qatar Financial Centre

1

Submit  
Business Case

2

Submit Application  
for Licence

3

Receive Licence &  
Begin Operation

4