

QATAR

Part one

A BROADER PROGRESS

While Qatar enjoys unprecedented economic growth, the country is also championing tradition

Today, Qatar boasts the world's fastest-growing economy. Overall nominal GDP growth for 2009 is estimated to be 9.5%. For this year, the Economist Intelligence Unit (EIU) is forecasting an incredible 23.3% rise in growth, expected to scale back to a still very strong 12.7% for 2011.

And there's more. Export revenue growth is predicted to be on average 52% for this year and next, driven by the coming on stream of new LNG, GTL and oil production.



The man behind the vision: The Emir HH Sheikh Hamad bin Khalifa Al-Thani has helped turn Qatar into the world's fastest-growing country

The country's budget surplus, counting LNG revenues, will widen to 22.2% of GDP this year, says the EIU. Finally, according to the CIA Factbook, at \$121,400, Qatar enjoys the second highest GDP per capita in the world.

Although it is undeniable that hydrocarbon resources, and in particular natural gas, have a lot to do with these remarkable figures, the relative immunity of the country to the global financial crisis, coupled with the sustainable development of Qatar's hydrocarbon and non-oil sectors, are testimony to something larger at work – a guiding vision that continues to successfully combine gradual development with a lasting respect for tradition.

Founded by the Emir of Qatar, HH Sheikh Hamad bin Khalifa Al-Thani, this vision was encapsulated in the Qatar National Vision 2030 (QNV 2030). This national strategy differs from other long-term national plans in that it stresses the modernization and preservation of traditions, while following a path of managed growth for sustainable development.

Although Qatar is promoting economic diversification, QNV 2030 stresses above all the strengthening of small business and the creation of knowledge. This is indicative of a prudent and holistic approach that has contributed to bringing the country to its current economic heights.

The Emir has said, "We will work on

pursuing our development efforts in the social, scientific and urban fields as well as in the sphere of culture, art, and other aspects of human activity that go hand in hand with continuous progress in the economy."

Dr. Ibrahim B. Ibrahim, secretary general of the General Secretariat for Development Planning, adds, "QNV 2030 aims at transforming Qatar into an advanced country by 2030, capable of sustaining its own development and providing a high standard of living for all its people for generations to come".

THE PILLARS OF SUSTAINABILITY

At the helm of the Qatar Foundation for Education, Science and Community Development, HH Sheikha Mozah bint Nasser Al-Missned, who was once named the 79th Most Influential Woman in the World by Forbes Magazine, helped the country reach another milestone last year with the opening of the Qatar Science & Technology Park. Her commitment to generating a culture of quality in Qatar through education and social reform is having a far-reaching impact on the country and the region, and seamlessly complements the national vision of the Emir.

Sheikha Mozah comments, "Education can become a global force to build strong civic societies across the world in which citizens communicate and share their common human experiences. It can be the impetus that redirects the globalization process from its current economic objective to a more humane and moral agenda."

BIDDING NATION QATAR

For further information contact:

SUMMIT COMMUNICATIONS
Suite 395, 1040 First Avenue,
New York, NY 10022
Phone:(212) 286-0034,
Fax:(212) 286-8376,
summit@summitreports.com

Project Director: Nathalie Martin-Bea
Editorial Director: Jose Mendez

An online version is available at
www.summitreports.com

WORKING TOGETHER, THEY FORM A MASTERPIECE.

UDC. Developing world-class enterprises through powerful strategic partnerships. From hydrocarbon and energy to urban development, environment-related business, infrastructure and utilities, and hospitality and leisure, UDC manages a diverse portfolio of companies and investments in Qatar and beyond. Key to our ongoing success is our strategic choice of business partners, and the synergies created between their various operations. Working together, these enterprises achieve astonishing results, as evidenced by our crowning achievement – The Pearl-Qatar.

www.udcqatar.com

Logos: UDC, THE PEARL QATAR, UNITED FASHION COMPANY, RONAUTICA MIDDLE EAST, قطر كool QATAR COOL, MEDCO, United Readymix, SET, GFC, SCINP.

QATAR

ACCESS TO THE BEST CARE

Qatar Insurance Company is a leading regional insurer

Since its establishment in 1964, Qatar Insurance Company (QIC) has dominated the insurance market. QIC is the oldest and largest insurance company in Qatar and commands a significant market share in one of the world's fastest-growing countries. The group also has expanded internationally, and now comprises QIC Doha and QIC International. It has recently established a reinsurance arm, Q-Re LLC, in Doha which intends to expand its business throughout the MENASA region.

Khalifa Al-Subaey, group president and CEO, says that "besides the skilled human resources found at QIC, there is the company's financial strength. The international reinsurance companies that back QIC are global leaders. Any corporation coming from outside will not look any further."

Al-Subaey, who has been responsible for implementing the vision of the company over the last 20 years, says QIC has been focusing not only on building the product line in the home market, but significantly expand-

ing abroad. More than 50% of the company's revenues now come from its international operations. In the last decade, QIC has set up offices throughout the GCC and in Malta, which the company plans to use as a springboard for servicing the Mediterranean area.



Khalifa A. Al-Subaey
Group President
and CEO of QIC

One of the key initiatives in the home market has been the provision of health insurance. QIC aims to improve the quality of healthcare and provide access to local and global services and solutions, and provides insurance cover to over 85,000 people in Qatar. As part of its strong foothold in the GCC, QIC has also established a solid Islamic insurance (Takaful) company, as Shari'ah-compliant products are gaining considerable popularity.

In terms of financial strength, standards and services, QIC ranks among the best not only in the nation but also regionally. QIC is keenly aware that diversification is key in an ever-evolving market, and is establishing a medical insurance company known as Medical Life. "We feel that medical insurance is becoming part of everyday life for the people here," he says. ■

QINVEST: CHAMPIONING ISLAMIC FINANCE

Islamic finance has been growing at twice the rate of conventional financing because of the increasing range of financial instruments now more readily available.

Enter QInvest, Qatar's first and leading Islamic investment bank. With authorized capital of \$1bn and paid up capital of \$750m and growing, the bank is making a huge impact in Qatar and beyond. While QInvest now focuses on doing business in the Middle East, Malaysia, South Asia, Africa, Indonesia and Turkey, the firm is well positioned to look at investment opportunities in Europe, the U.S., and other parts of Asia.

QInvest is organized around four main business lines: investment management, investment banking, wealth management and brokerage, currently being developed. The bank creates world-class products and services, and benchmarks itself against both Islamic and conventional financial institutions.

With a 45% stake in the bank, Qatar Islamic Bank (QIB) lends it credibility in the marketplace. Other major investors across the Gulf region, including major

blue-chip companies, family offers and private institutions, own the remainder.

CEO Shahzad Shahbaz describes the two main strategic investments made to expand. "The first was our 47% investment in Panmure Gordon, a 130-year old British brokerage firm. Their expertise is key as we build the pan-regional brokerage business. There's also our 25% investment in Ambit, one of India's top investment banking firms. This gives our clients access to the Indian market, in which there is an increasing interest," he says.

Last September QInvest and Fortis Bank Nederland closed a first round of \$100m financing for their Shari'a compliant mezzanine shipping fund. "Investor demand for the product has been considerable, reflecting interest from both Shari'a and conventional investors alike who seek to diversify their portfolios," Shahzad added.

As for the near future, QInvest expects to launch a regional private equity fund focusing on growth companies in the MENA region.



Shahzad Shahbaz
CEO of QInvest

QINVEST

Partners in value creation

Investment Banking • Investment Management • Brokerage • Private Client Services



Regional insight with world-class expertise.
Advising, arranging and investing across the region.

Qinvest
P.O. Box 26222, Doha
State of Qatar
Telephone: +974 405 6666
Fax: +974 444 8446
www.qinvest.com

Qinvest LLC is authorised by the Qatar Financial Centre Regulatory Authority QFC No.: 00048

DELIVERING WORLD-CLASS IT SOLUTIONS

MEEZA, a Qatar Foundation joint venture, is a managed IT services and solutions provider offering a wide range of services to clients, from creating and managing IT infrastructure to providing technology consulting. Aiming to help accelerate the growth of Qatar through the provision of world-class IT infrastructure, MEEZA's offering includes managed services and data center services, Software-as-a-Service, consulting services and workplace services.

MEEZA Data Centers, known as M-VAULT, possess managed storage, network and security systems as well as disaster recovery capabilities. MEEZA has also established a centralized Command & Control Center that monitors and optimizes services to their clients 24/7. Additional data centers are being established in Qatar. Through these multiple, interconnected and geographically diverse data centers, MEEZA is uniquely positioned to offer cloud services to clients across the region.

MEEZA is establishing a channel of value-added resellers to meet the signif-



MEEZA is a regional leader in the creation of high quality IT solutions

icant need for quality IT services and solutions across the small and medium business sector. The MEEZA channel will resell MEEZA's Software-as-a-Service portfolio of products and share in the rewards from a growing demand for these products across the region.

MEEZA works with its clients to fully understand their specific IT challenges and offer cost-effective IT services to help them focus on their core business and scale rapidly. Delivering best-in-class IT security levels, MEEZA helps clients minimize business risk, reduce IT capital expenditure and speed up time to market for new initiatives.

To find out more, visit
www.meeza.net

QATAR

DOHALAND: REVIVING HERITAGE, EMBRACING MODERNITY

DOHALAND aims to regenerate the architectural landscape of Qatar with its first project, Musheireb. It revives the lost language of local architecture, creating a new blueprint for urban planning in Qatar

A subsidiary of Qatar Foundation for Education, Science & Community Development, DOHALAND was launched in March 2009 to play a leading role in Qatar's urban development. Its signature project, Musheireb, involves the redevelopment of the center of Doha, a 35-hectare site of mixed-use space that combines ancient culture with modern technology through a new Qatari architectural language.

DOHALAND lays its foundation in Qatar's National Vision 2030. The company's vision and mission is based on the Qatari constitution and guidelines set by the Emir HH Sheikh Hamad bin Khalifa Al Thani and HH Sheikha Mozah bint Nasser Al Missned, which seeks to combine modern life with Qatari values and culture, and connect and balance the old and the new.

HH Sheikha Mozah bint Nasser Al Missned identified a significant gap in the architectural history of Qatar. For a considerable amount of time, development in

Doha became almost indistinguishable from that of the rest of the world, tending towards isolated land use, urban sprawl and heavy reliance on car transport.

"Skyscrapers and isolated living compounds are not the communities we aspire to in Doha. So we decided to revive our past, rediscover our traditions, and regenerate the communities we have lost in this globalized world. We will do this by combining the spirit and esthetic of yesterday, with environmentally friendly and sustainable know-how of tomorrow," said Eng. Issa M. Al Mohannadi, CEO of DOHALAND.

DOHALAND has spent time researching a Qatari architecture and urban planning language with the foremost experts in the industry to reclaim this language for future generations. The company's mission is to

build sustainable, innovative developments that enrich communities and individual lives, all while promoting environmentally friendly living.

DOHALAND is working with some of the world's leading master planners, architects, engineers and designers to serve the immediate and future needs of the capital's communities. The use of certain aspects of traditional Qatari architecture featuring proportion, simplicity, space, light, ornament and response to climate will be evident in the Musheireb project.

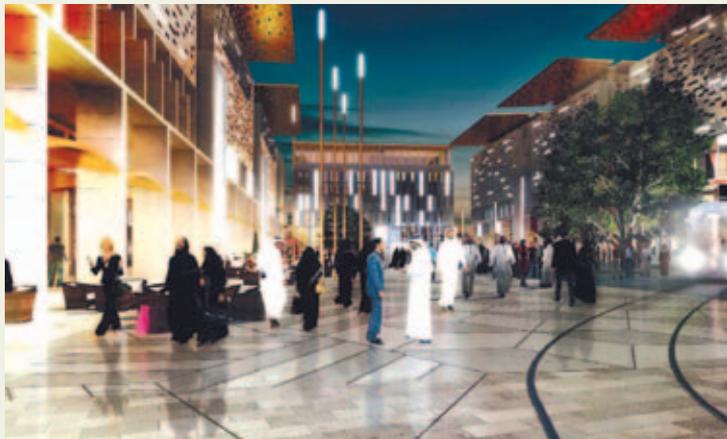
"Our approach to environmentally friendly building will set new standards for green building. Our ancestors did not need state-of-the-art technologies to create buildings that were sustainable and environmentally friendly. Instead, they took advantage of what they were given: the wind, the sun, the sand and the local building materials. The Musheireb project will utilize the same elements that we have learned from our ancestors, but in their modern context," says DOHALAND's CEO.

The Musheireb project will even have an entire underground city, planned to reduce car use and congestion while improving connectivity across the wider city area, with pedestrian areas and peaceful squares that shall ensure minimal disruption from traffic.

"What is innovative is that it is truly being built for the benefit of people. All decisions are made with two considerations: reviving our heritage and culture and providing a place that allows people to grow and flourish," says Al Mohannadi. ■



Issa M. Al Mohannadi
CEO of DOHALAND



"We want to encourage people to interact with each other, all within walking distance"

HELPING FULFILL QATAR'S VISION 2030

"We are set to fulfill the vision of HH Sheikha Mozah to prepare the people of Qatar to meet the challenges of an ever-changing world"

Qatar has become adept at offering an ideal balance of the ancient and the modern in its social, economic and cultural practices. DOHALAND's practices are perfectly in line with this vision, and the company is striving to help the nation reach its 2030 development goals.

DOHALAND bases its business on five pillars: heritage and culture, innovation, sustainability, enrichment and environment. According to the firm, it is ready to contribute to the Qatar Vision 2030 project and supply ideal real estate.

"What we are pursuing at DOHALAND is not the easiest or quickest development strategy. Our projects require significant research and will involve the input of a diverse group of people around the world. We have taken a road which will be challenging, but the product will certainly justify the work," says CEO Eng. Issa M. Al Mohannadi.

"We are embarking on a mission to enhance and contribute to the social dynamism, cultural heritage and quality of life in Doha, Qatar, and beyond. DOHALAND projects will provide a dynamic modern lifestyle that exists in harmony with its surroundings, and empowers our human potential to grow and flourish."

Commitment to Excellence

QIC

Headquartered in Doha, Qatar. www.qatarinsurance.com Presence in Dubai, Abu Dhabi, Malta, Kuwait and Muscat.



Information on the most current rating is available at www.standardandpoors.com or from Standard & Poor's at (212) 438-2400. Ratings are not a guarantee of an insurer's financial strength nor a recommendation as to the insurer.

QATAR

DRIVING TOMORROW'S TELECOMMUNICATIONS

Qatar Telecom (Qtel) has been the main driver in developing the nation's IT infrastructure and communications infrastructure and has achieved international recognition by winning some of the industry's most prestigious awards, including the 'Telecom Deal of the Year' for 2007, 2008 and 2009, as well as the 'Corporate Social Responsibility' award at the CEO Middle East Awards in 2009

Since the telecommunications sector in Qatar liberalized, the Qtel Group has continued to lead the way with cutting-edge technologies and an ambitious global expansion to establish itself as an industry leader. "Our vision is very clear: to be one of the top 20 telecommunications companies in the world by 2020," says Dr. Nasser Marafih, CEO of the Qtel Group.

With a presence in 17 countries and over 60 million customers, the Group has strong insight into the bright spots of the international telecoms market, particularly given its growing presence in the Asia-Pacific region.

Establishing itself as a global leader, the Qtel Group has a strategy that focuses on three main pillars. The first pillar is the consumer cellular market, where the Group still sees great potential.

"Today, there is considerable room for growth with regards to this market and we have a strong position in the right countries to be able to benefit," says Dr. Marafih.

The second pillar of the Group's strategy focuses on delivering broadband for Internet services. Here, the company has identified a huge growth opportunity, and has created the wi-tribe brand to deliver broadband wireless technology to the region and beyond. The Qtel Group has a strong partnership with Clearwire on this venture.

The Qtel Group's third pillar of growth involves delivering IT services and solutions to the enterprise market as there is little attention given to this area in the region, according to Dr. Marafih. The company is posi-



Dr. Nasser Marafih
CEO of the Qtel Group

'WE ARE COMMITTED TO PROVIDING THE BEST TECHNOLOGY TO DEVELOP A DYNAMIC KNOWLEDGE-BASED SOCIETY'

tioned to achieve this through its partnership with AT&T.

Looking towards the future, the Qtel Group is keen to explore further partnership opportunities with companies that can add value in any way. Dr. Marafih says, "We always welcome partnerships with any company, large or small, that can add value as we pioneer technologies and services that benefit people and the communities we serve."

In Qatar, Qatar Telecom was able to acquire new customers at a record rate during 2009, reflecting the nation's buoyancy during this period of global recession. Qatar Telecom has made Qatar known in the region for having one of the highest broadband capabilities, literally covering the whole country.

"Amongst our advantages, we have a small country that has developed recently and have thus been able to implement the latest IT infrastructure from the beginning, without the need to change existing ones," concludes the CEO. ■

Qtel Group CEO Dr. Nasser Marafih was also awarded 'Outstanding Leader of the Year' by TMT Finance



SETTING GLOBAL FOOTPRINTS

With a clear vision and an aggressive business model, the Qtel Group continues to expand its horizons through high-profile acquisitions

Since its inception, the Qtel Group has managed to increase its market share in most, if not all, of the markets it has entered, thanks in part to the ability of aligning itself with the right partners.

"Our acquisitions team has a clear idea of what we need to achieve upon entering a market. It is vital to enter an operation that provides us with organic growth. When considering any acquisition, we evaluate the opportunity carefully to see how it is structured and how it can fit into our strategy," says CEO Dr. Nasser Marafih.

Over the past three years, the Qtel Group acquired majority stakes in Kuwait's Wataniya Telecom and Indonesia's PT Indosat Tbk, two leading operators in their markets. These acquisitions were a turning point in the company's history, as they played a major role in putting the Qtel Group on the world map, in addition to the Group being awarded the 'Deal of the Year Award' – one of the industry's most prestigious awards – for the last three years.

The Qtel Group is also poised to become a key player in the upcoming mega-developments of Lusail and Energy City in Qatar. "We already have a relationship in place with Energy City to build their platforms and solutions," explains Dr. Marafih. "We also have good business ties with BARWA and other major developers. Qatar's new large-scale developments have unique telecom needs that must be satisfied and Qtel will be in the front line here." ■

READY, SET, DIAL!

With Qatar's market open to competition, Qtel continues to offer the latest technologies at consumer-friendly prices

Qtel has long been a pioneer in bringing its customers cutting-edge technologies. The company was the first provider to launch IPTV services in Qatar, and also made Qatar the first country outside Europe to offer GSM services in 1994.

One of the most impressive and innovative services offered by the Qtel Group is WiMax, the advanced, fourth-generation, wireless broadband technology. Moreover, Qtel has also been one of the first telecom groups in the region to become a member of the Mobile Entertainment Forum in order to develop applications, entertainment and services for mobile users.

"Telecommunications is a matter of national importance and pride," according to Qtel Group CEO Dr. Nasser Marafih. "If you look at the overall portfolio of products and ser-

vices available in Qatar, you will see that they are very advanced, thanks to what we offer."

Qatar boasts over 140% mobile penetration, 50% in broadband Internet and 100% penetration in fixed line technologies. Qtel

is largely responsible for this. The Group has entered a long term collaboration with the Qatar Science & Technology Park to create a mobile innovation ecosystem for the MENA region by promoting the develop-

ment of new cellular applications, such as m-payment, health, education and government services, to drive consumer uptake of more advanced mobile services. "We are aiming to develop IT innovations that are necessary for the whole region," says Dr. Marafih. "Developing applications, entertainment and services for mobile telephony represents a huge area of growth."



QATAR

WORKING WITH THE BEST

To lead cellular innovations in Qatar and abroad, the Qtel Group has partnered with global companies such as AT&T

Always thinking big, through Navlink and its solid relationship with AT&T, the Qtel Group is positioning itself as one of the main companies in providing regional networks that deliver broadband for enterprise and the corporate world.



The company recently signed an MoU with San Miguel Corporation of the Philippines

"Partnerships are one of our company's strengths as we pride ourselves in having the right technology and global platform for our partners to benefit," says CEO Dr. Nasser Marafih. Qtel's strength is also reflected through its partnership with other world-class companies such as Clearwire, one of the leading global companies in providing WiMax solutions for broadband customers.

The Qtel Group continued its trend of working with the best and acquired Liberty Telecom Holdings in May 2008, followed by a memorandum of understanding with Philippine corporate giant San Miguel in December 2008 to form a joint venture focusing on wireless broadband and a cellular communications project.

Within the region, the Qtel Group's involvement in Oman's market is also likely to see a significant boost in the coming times as one of the major players involved in Nawras, the Omani-Qatari telecommunications company. Following



Sheikh Abdullah bin Mohammed bin Saud Al-Thani
Chairman of the Qtel Group

a recent Royal Decree, Nawras – a Qtel Group company – is now entitled to provide fixed, data and international telecommunications services in Oman and can use its network infrastructure to offer a range of leading-edge technologies, such as WiMax and HSDPA services. Since its launch in 2005 as the second operator in Oman, Nawras has provided a wide range of new innovations for the GSM market, growing to over 1.7 million customers.

Commenting on the Qtel Group's 2009 results with revenue growth of 18.2% (QAR 24 billion or \$6.6 billion) and subsequent results in Q1 2010 with revenue growth of 14.2% (QAR 6.4 billion or \$1.8 billion), Chairman Sheikh Abdullah bin Mohammed bin Saud Al-Thani said: "2009 has been a year of real achievement for the Qtel Group as I am proud to announce that we are now the largest telecommunications provider in the Middle East-North Africa region by number of operations." ■



HAND IN HAND WITH QATAR AND THE WORLD

Qtel is known for its highly effective and sustainable approach to CSR

At the heart of Qtel's development strategy is their sustainable approach to corporate social responsibility (CSR). "We feel a responsibility to support the community in Qatar and the rest of the countries in which we operate," says CEO Dr. Nasser Marafih. Education, healthcare, environmental issues, social welfare and sport represent the five key areas that Qtel has already been contributing towards in Qatar and abroad.

In healthcare, Qtel established the Qtel Kidney Dialysis Center, which opened in August 2009. The 80-bed facility will host two floors with 38 dialysis units each.

As part of its 'For Qatar, Hand in Hand' campaign, the Group also has made significant donations to the Zakat Fund, which provides opportunities for high potential, young scholars across Qatar. In education, Qtel is also a major supporter of original research within Qatar, financially enabling the creation of a wireless communication research laboratory in Education City in partnership with local universities.

THINKING AHEAD

With MEF and QSTP, Qtel is working toward building a cellular innovation hub for the region

In 2009, the Qtel Group was welcomed as the newest member of the Mobile Entertainment Forum (MEF) – EMEA chapter, which is designed to accelerate mobile media innovation across the MENA region and Asia. In the same year, Qtel signed a memorandum of understanding with Qatar Science and Technology Park (QSTP) to establish the first mobile innovation ecosystem for the MENA region.

"The mobile media industry is evolving rapidly. Qtel is accelerating innovation to

bring customers new experiences at work, home and play. This is reinforced as we become a member of MEF and work closely with QSTP," says CEO Dr. Nasser Marafih.

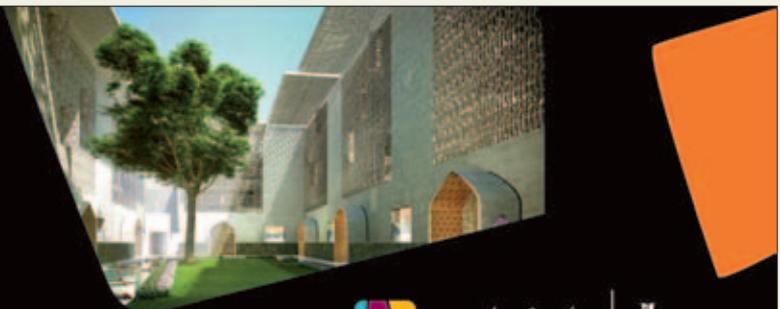
During the 2010 Mobile World Congress in Barcelona, the Qtel Group positioned itself at the forefront of innovation by making major announcements in the areas of mobile social networking, mobile music and mobile money. The Group also announced key partnerships with global players, such as Microsoft and Universal Music, in the areas of cloud

computing, e-Learning and mobile music in international and local genres.

In addition, Qtel continues to support cutting-edge research and has unique wireless broadband access research with Carnegie Mellon University, Qatar University, CNAQ and Texas A&M University in Qatar. These distinct projects are among the most in-depth and far-reaching yet conducted within the region and have the potential to make a major impact on the future direction of technology for the Middle East. ■

An architectural language rediscovered

www.dohaland.com



musheireb | DOHALAND



THE QTEL GROUP IS NOW PRESENT IN 17 COUNTRIES.

With firm roots as the leading communications provider in Qatar, we are a fast growing, international, integrated communications group with presence in 17 countries and a customer base of more than 60 million. With a proven growth strategy targeting the Middle East and North Africa, the Asian Subcontinent and South-East Asia, the Qtel Group continues to chart new territories in consumer wireless, consumer broadband and corporate managed services, addressing a market of more than 660 million people.

Our vision is to be among the world's top 20 telecommunications companies by 2020.



Algeria - Nedjma | Cambodia - Mfone | Indonesia - Indosat | Iraq - Asiacell | Jordan - wi-tribe | Kuwait - Wataniya
Laos - Lao Telecom | Maldives - Wataniya | Oman - Nawras | Palestine - Wataniya | Pakistan - wi-tribe | Philippines - Liberty
Qatar - Qtel | Saudi Arabia - Bravo | Singapore - Starhub | Tunisia - Tunisiana | UAE - Navlink