






Team introduction




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Agenda

- 1 **Situation Overview**
- 2 **Short-term recommendations**
Risk mitigation and execution strategies
- 3 **Long-term recommendations**
Creating sustained economic impact
- 4 **Conclusions and next steps**

Executive Summary

Short-term Recommendations

- I. **Execute successful World Cup event** through effective management of infrastructure contracts, development of climate technology, integration of cultural zones, and diverse hotels
- II. **Address and mitigate public relations risk** involving corruption allegations through establishment of ethics committee and external board observers

Long-term Recommendations

- I. **Sustain Foreign Direct Investment** by leveraging World Cup multinational partnerships into post-2022 involvement
- II. **Convert Infrastructure Investments** into post-2022 economic growth and development through hosting future events

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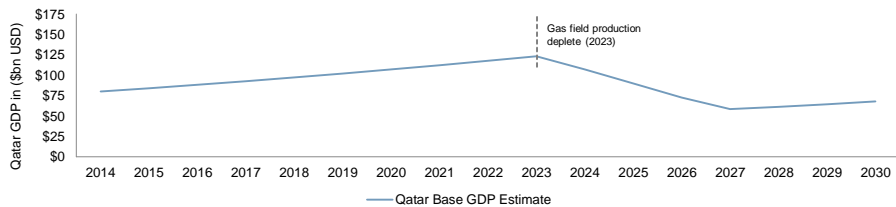
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Qatar must prepare for gas field depletion in 2023 by building robust base of service based industries

Qatar Projected GDP through 2030 (\$bn, all figures in USD)



Gas Fields Deplete 2023

Material GDP Drop in 2023:

- Depletion of total petrochemical reserves by 2023 at current production rates
- Four year wind-down to 5% of current production implies a net GDP fall of ~\$80bn (64% of GDP)
- Partial return to ~55% of peak 2023 GDP by 2030

Economic Growth Strategy

Service based economy:

- Services drive economic growth; estimated 13.6% growth YoY through 2023
- Focus on tourism and financial services sectors key to stable Qatari economic growth
- Long-term strategy predicate on attracting foreign direct investment, building Qatar as an attractive tourism destination, and forging a robust Islamic financial services industry

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To foster economic growth, Qatar must attract foreign investment, grow its tourism industry, and position itself as a hub for financial services

Problem Statement

Foreign Investment

How can Qatar best attract foreign direct investment to help grow Qatar's economy long term?

- What are the best opportunities for attracting direct foreign investment?
- Which of these opportunities best match Qatar's 2030 national vision of economic development?
- How does Qatar balance foreign investment with developing its own financial sector?

Tourism

How can Qatar attract international visitors to help boost its economy in the short and long term?

- What are the best opportunities for Qatar to present itself favorably?
- What infrastructure must be developed to support a larger tourism industry?
- How does Qatar balance its cultural values while still remaining attractive to tourists with different beliefs?

Financial Services

What can Qatar do to diversify its economy to ensure long term stability beyond gas field depletion in 2023?

- How can Qatar prepare for the possibility of a less lucrative oil industry?
- What allows Qatar to build a strong, supportive contributor to its long-term economic growth through financial services?
- How can Qatar best position itself as a leader in Islamic financial services in the Middle East?

Qatar must win foreign investment, attract more tourists, and grow non-oil industries to ensure long term economic development and growth

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2022 FIFA World Cup will allow Qatar to fill perception gaps that limit economic growth in investments, tourism, and financial services

Foreign Investors

Desired Beliefs

- ✓ Qatar is a fast growing economy
- ✗ Qatar has an effective legal system
- ✗ Qatar has strong internal infrastructure

Desired Actions

- Establish partnerships with Qatari companies
- Expand operations and invest into Qatar

Tourists

Desired Beliefs

- ✓ Qatar is conservative and family-oriented
- ✗ Qatar is safe from terrorist groups
- ✗ Qatar is a global entertainment hub

Desired Actions

- Spend money across various industries
- Visit multiple times
- Spread positive awareness to others

Domestic Financial Services

Desired Beliefs

- ✓ Qatar could foster future growth in fin. services
- ✗ Qatar is heavily invested in fin. services efforts
- ✗ Qatar is a renowned hub for Islamic Finance

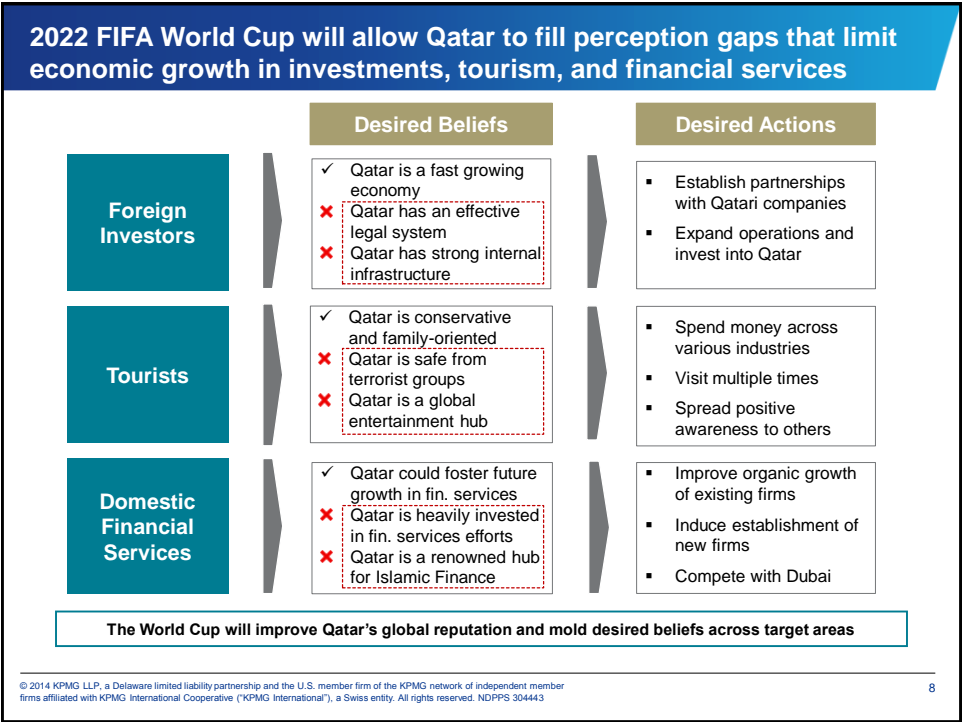
Desired Actions

- Improve organic growth of existing firms
- Induce establishment of new firms
- Compete with Dubai

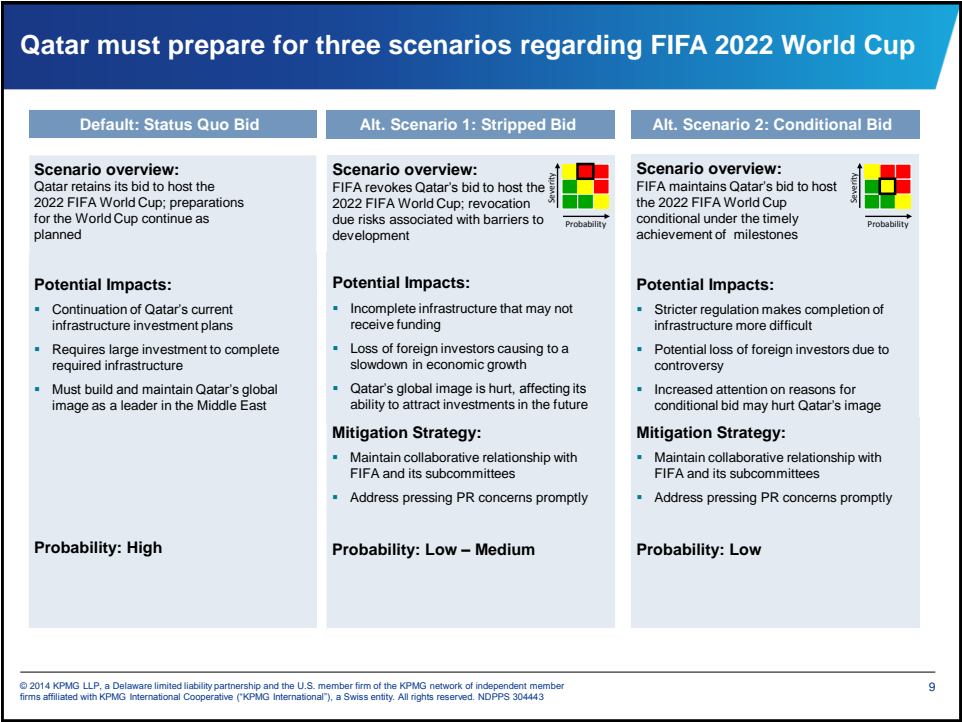
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Qatar must prepare for three scenarios regarding FIFA 2022 World Cup

Default: Status Quo Bid	Alt. Scenario 1: Stripped Bid	Alt. Scenario 2: Conditional Bid
<p>Scenario overview: Qatar retains its bid to host the 2022 FIFA World Cup; preparations for the World Cup continue as planned</p> <p>Potential Impacts:</p> <ul style="list-style-type: none">Continuation of Qatar's current infrastructure investment plansRequires large investment to complete required infrastructureMust build and maintain Qatar's global image as a leader in the Middle East <p>Probability: High</p>	<p>Scenario overview: FIFA revokes Qatar's bid to host the 2022 FIFA World Cup; revocation due risks associated with barriers to development</p> <p>Potential Impacts:</p> <ul style="list-style-type: none">Incomplete infrastructure that may not receive fundingLoss of foreign investors causing to a slowdown in economic growthQatar's global image is hurt, affecting its ability to attract investments in the future <p>Mitigation Strategy:</p> <ul style="list-style-type: none">Maintain collaborative relationship with FIFA and its subcommitteesAddress pressing PR concerns promptly <p>Probability: Low – Medium</p>	<p>Scenario overview: FIFA maintains Qatar's bid to host the 2022 FIFA World Cup conditional under the timely achievement of milestones</p> <p>Potential Impacts:</p> <ul style="list-style-type: none">Stricter regulation makes completion of infrastructure more difficultPotential loss of foreign investors due to controversyIncreased attention on reasons for conditional bid may hurt Qatar's image <p>Mitigation Strategy:</p> <ul style="list-style-type: none">Maintain collaborative relationship with FIFA and its subcommitteesAddress pressing PR concerns promptly <p>Probability: Low</p>

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Direct GDP impact of 2.25% required to achieve 3x effect on World Cup infrastructure investments totaling \$200 billion

Net Discounted GDP Impact from 2022 FIFA World Cup Investments

	Conservative Case	Base Case	Optimistic Case
NPV of Investment 2027:	\$138 bn	\$196 bn	\$253 bn
NPV of Investment 2050:	\$418 bn	\$603 bn	\$787 bn
Direct GDP Impact %:	1.50%	2.25%	3.00%
Net GDP effect::	2x	3x	4x

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Qatar Must Focus on Five Major Areas of World Cup Execution

Construction Contracts

Encourage Usage of FDI: In order to complete the large amount of infrastructure required by the 2022 World Cup, foreign investment will be needed to supplement Qatar's own construction efforts

Climate Issues

Increase Transparency During Testing: Continue to test with small areas making sure that the system conforms with FIFA standards before testing at a completed stadium

Cultural Issues

Implement Cultural Zones: Creating culture zones will not only manage culture differences, it will also save Qatar \$3 bn dollars and stimulate local business

Accommodation Arrangements

Satisfy Multiple Consumer Segments: Ensure that investors, workers, and visitors have an array of hotels to choose from matching their individual needs

Corruption Allegations

Establish Ethics Committee: Having an official ethics committee and external observers will prove Qatar's commitment to anti-corruption measures

Qatar must make additional investments, powered by diverse partners, to ensure seamless execution of construction contracts

Timeliness	Premier Quality	Domestic/International Partnership Balance
<p>Execution:</p> <ul style="list-style-type: none">• Create internal deadlines for all infrastructure projects• Meet deadlines• Deliver press releases regarding completions <p>Short-term impact:</p> <ul style="list-style-type: none">• Timely completion of infrastructure projects <p>Long-term impact:</p> <ul style="list-style-type: none">• Winning future event bids• Building image of reliable nation	<p>Execution:</p> <ul style="list-style-type: none">• Meet FIFA stadium safety standards• Increase airport capacity• Renovate existing rail/road ways• Expand hotel capacity• Re-urbanize city areas <p>Short-term impact:</p> <ul style="list-style-type: none">• Leading safety infrastructure• Positive PR regarding event accommodations <p>Long-term impact:</p> <ul style="list-style-type: none">• Winning future event bids• Stimulating tourism industry growth	<p>Execution:</p> <ul style="list-style-type: none">• Maximize bids awarded to domestic firms and open remaining projects to foreign investors• Incentivize globally dispersed FDI• Initiation trust-alliance building <p>Short-term impact:</p> <ul style="list-style-type: none">• FDI influx for World Cup projects• Maximum profit and employment for domestic firms• Income effect <p>Long-term impact:</p> <ul style="list-style-type: none">• Building sustainable business relationships with foreign firms• Attracting future FDI influx• Growing tourism and other industries

Efficiency impact

Brand equity impact

Timeliness, quality control and partner variety ensure smooth event execution in the short-term and grow Qatari brand equity worldwide in the long-term

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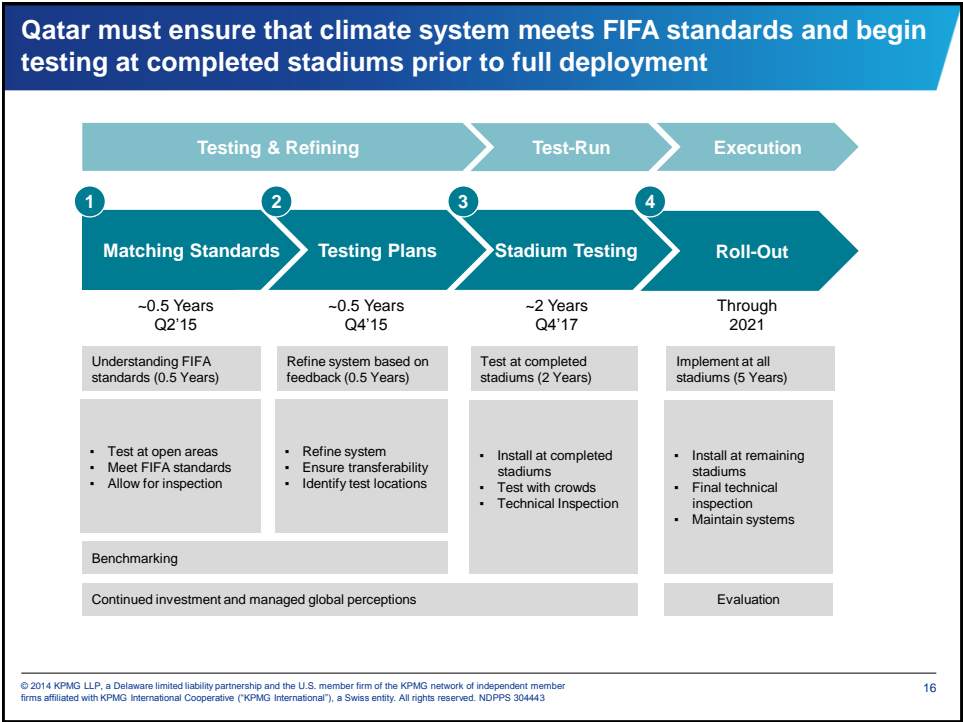
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Construction Contracts	Encourage Usage of FDI: In order to complete the large amount of infrastructure required by the 2022 World Cup, foreign investment will be needed to supplement Qatar's own construction efforts
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Cultural Issues	Implement Cultural Zones: Creating culture zones will not only manage culture differences, it will also save Qatar \$3 bn dollars and stimulate local business
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Cultural zones allow fans to gain the full World Cup experience while mitigating cultural backlash by upholding respect for customs					
Zone	1	2	3	4	5
Proximity to stadium (km)	1 km or less (including in stadium)	1-3km	3-7km	7-15km	15km+
Establishment types	Concession stands, restaurants, bars, gas stations, hotels, pharmacies, grocery stores, liquor stores	Restaurants, bars, gas stations, hotels, pharmacies, grocery stores, liquor stores	Restaurants, bars, hotels, liquor stores	Restaurants, bars	None
Types of liquor	All	All	No hard liquor	No hard liquor	None
License needed for establishment	Yes	Yes	Yes	Yes	None
Duration of license	1.5 months	1.5 months	1.5 months	1.5 months	None
Cost of license (ق.د.)	365	550	730	910	None
Minors policy	Yes for all except bars and liquor stores	Yes for all except bars and liquor stores	Yes except hotels	Yes except hotels	None
Age	21	21	21	21	None
Open container	Allowed	Allowed	Not allowed	Not allowed	Not allowed
Times	24 hours	11am-2am	5pm-2am	9pm-12am	None
Days of the week	All	All	Friday, Weekends	Friday, Weekends	Friday, Weekends

Cultural zones allow fans to gain the full World Cup experience while mitigating cultural backlash by upholding respect for customs					
Zone	1	2	3	4	5
Open container (ق.د.)	None	None	365	550	2000
Public intoxication (ق.د.)	182	365	550	2000	3650
Drunk and disorderly (ق.د.)	3650	5500 ~1 week jail time	7300 ~1 month jail time	7300 ~3 months jail time	7300 up to one year of jail time
DUI /DWI (ق.د.)	365-2000 up to 93 days in jail driver license suspension for 6 months	365-2000 up to 93 days in jail driver license suspension for 6 months	365-2000 up to 186 days in jail driver license suspension for 1 year	2000 up to 186 days in jail driver license suspension for 1 year	3650 up to 1 year in jail driver license suspension for 2 year

Qatar Must Focus on Five Major Areas of World Cup Execution

Construction Contracts

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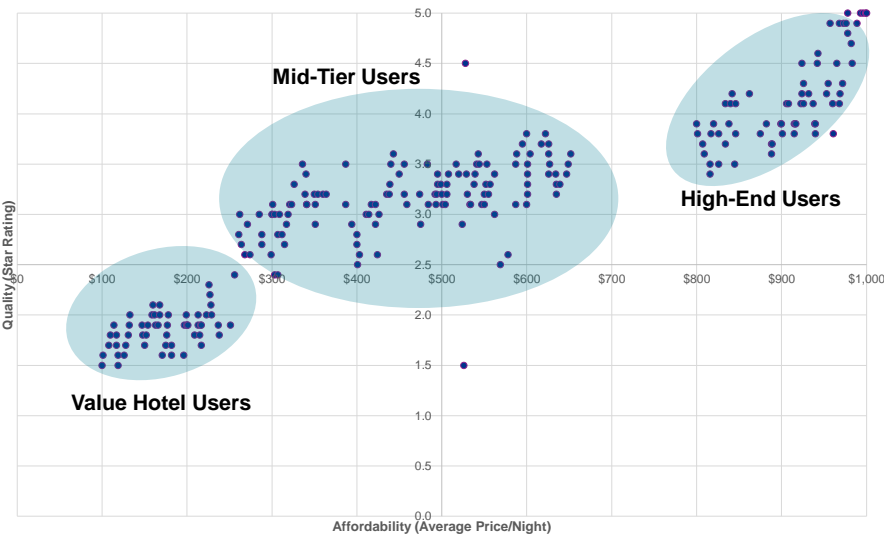
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It is important when developing hotels to provide developers – as well as fans – with a wide array of hotel choices to match their needs



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As demonstrated by previous World Cups, it is important that there is a full range of accommodation options for different segments of visitors

Hotel Occupant Segments			
	Value Users	Mid-Tier Users	High-End Users
Definition	Often individuals who are in Qatar to help build infrastructure, World Cup fans who do not want to spend too much on accommodations	Often individuals who may be in Qatar on business and cannot afford high end, majority of World Cup fans	Often individuals in Qatar looking for investment opportunities, affluent World Cup fans
Size of Segment	Medium	Large	Medium
Affordability Scale	\$100-\$250 / night	\$250-\$750 / night	\$750 - \$1000 / night
Quality Scale	1 to 2 Stars	2 to 4 Stars	4 to 5 Stars

Qatar must ensure that all segments of hotel occupants have suitable accommodation options including value and mid tier options

Qatar Must Focus on Five Major Areas of World Cup Execution

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Qatar must prove its tough stance on corruption to the international community through transparency and cooperative evaluation processes

Foreign Corporate Investment

Investment Criteria:

- Identify track record of fund allocation transparency
- Conduct anti-corruption due diligence
- Establish risk evaluation mechanism for duration of business relationship
- Develop anti-corruption compliance training process

Risk-filter

Low Allocation of Investments

Economic repercussions:

- Tarnished global image of government commitment to ethical and moral standards
- Decreased likelihood of future FDI influx and partnerships with MNC
- Underdeveloped infrastructure, stagnating industries and perpetuation of resource curse

Barrier-causing events:

- Alleged bribery of FIFA executive committee members
- Alleged bribery of VP Jack Warner and FIFA representative Bin Hamman
- Undisclosed meeting with President of FIFA to end scandal

Corruption risk (perceived or actual) serves as a major deterrent of FDI and could compromise Qatar's status as bid winner for FIFA 2022

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Official ethics committee and external observers will prove Qatar's commitment to anti-corruption measures

Current Structure

Proposed structure (Internal component)

Proposed structure (External component)

Key Changes: Add external observers to affirm Qatar's commitment towards anti-corruption measures

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The World Cup will provide Qatar with opportunities for long term economic growth through foreign investment and resource conversion

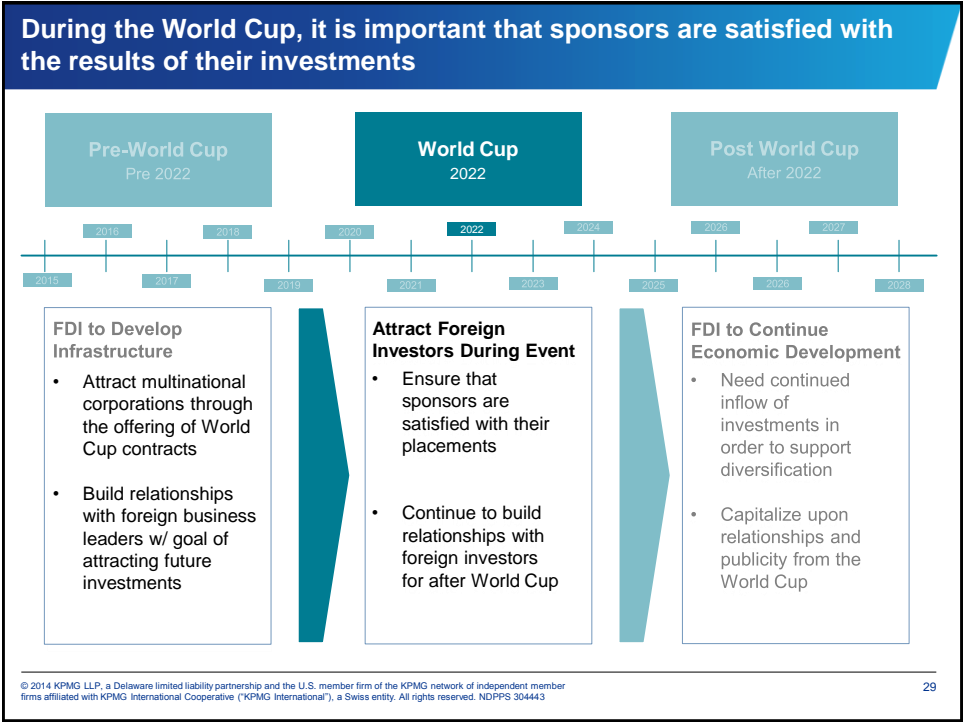
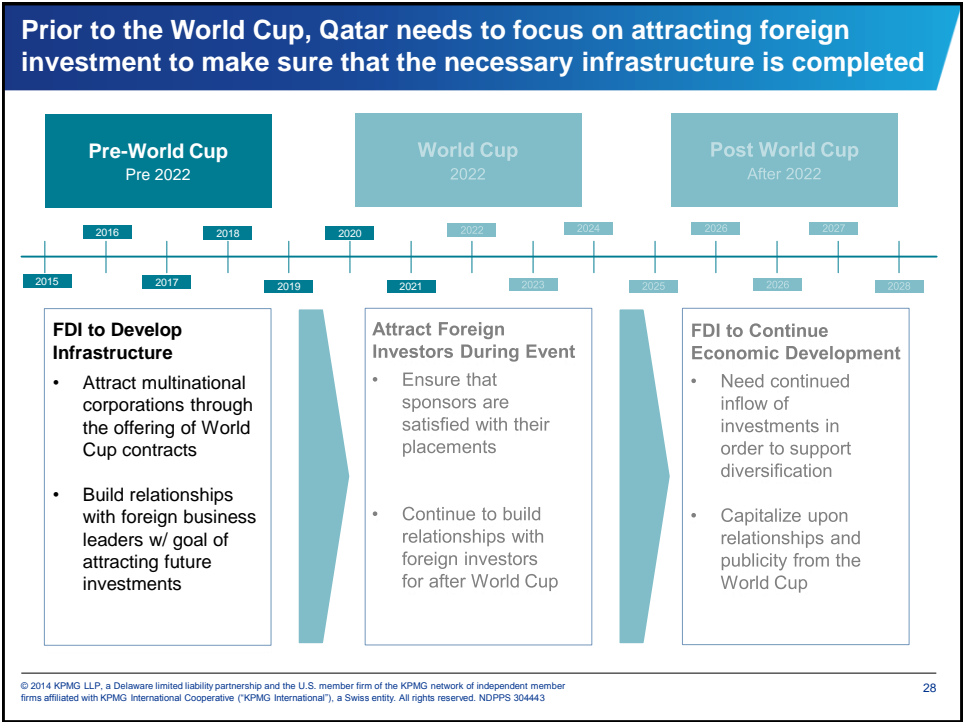
Foreign Direct Investment

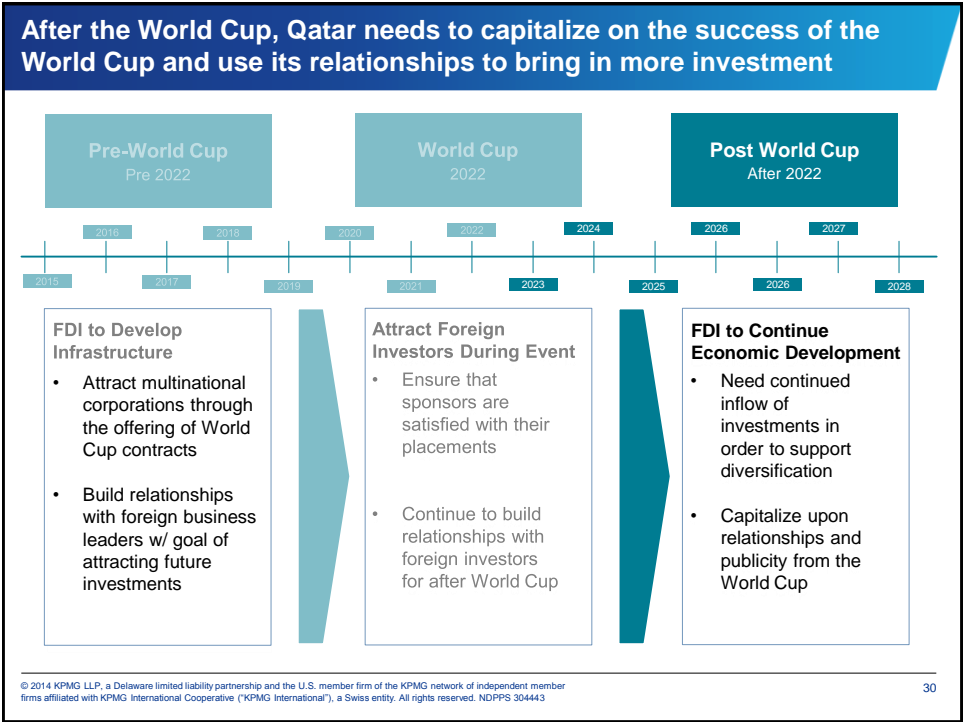
Bring in foreign direct investment: This will help accelerate development of infrastructure which will help provide the means for economic development as well as make it easier for development initiatives.

Resource Conversion

Find uses for infrastructure: This ensures that investments made during World Cup do not go to waste as well as using those investments to continue to build Qatar's economy

Qatar must use the World Cup as a springboard for economic growth by continuing to attract foreign direct investment and efficiently use the resources developed for the World Cup





Qatar must focus on converting infrastructure to post-2022 growth

Infrastructure Investment	Difficulty for post-2022 economic growth	Commentary
Sports Stadiums	▪ High	▪ Capacity of new stadiums (~25,000 to 75,000) cannot be utilized fully by other International sporting events or current domestic leagues.
Airport	▪ High	▪ Frequent use of a large International airport post-2022 is not likely under current circumstances
Roads	▪ Moderate	▪ Future domestic usage by 1.7 million citizens will contribute to economic development
Metro/Rail	▪ Moderate	▪ Required capacity greatly outweighs domestic usage, assuming the World Cup draws 0.4 million fans and Qatar's population remains stable
Healthcare	▪ Low	▪ Economic development from Investments made in healthcare and education will be realized before and after the World Cup
Education	▪ Low	▪ Strong infrastructure in healthcare and education will drive post-2022 foreign direct investment

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There are plenty of opportunities for Qatar to continue using stadiums developed during the World Cup



Annual Events

Annual events provide regular opportunity for use of resources developed for World Cup

- Ensure retention of current events through continued satisfaction of event attendees
- Seek out more annual events and try to attract them to Qatar based upon infrastructure developed for World Cup as well as success of other events

Retain and seek out annual events

Biannual & Quadrennial Events

These events offer unique opportunities to draw in large crowds which would put Qatar's infrastructure on display

- Ensure when these occasions are held in Qatar that Qatar is presented favorably to the world
- Continue to bid on these events in order to use infrastructure developed for World Cup as well as using this infrastructure as a selling point

Continue to bid on large events

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Qatar must prepare for three scenarios regarding FIFA 2022 World Cup

Default: Status Quo Bid

Scenario overview:

Qatar retains its bid to host the 2022 FIFA World Cup; preparations for the World Cup continue as planned

Potential Impacts:

- Continuation of Qatar's current infrastructure investment plans
- Requires large investment to complete required infrastructure
- Must build and maintain Qatar's global image as a leader in the Middle East

Probability: High

Alt. Scenario 1: Stripped Bid

Scenario overview:

FIFA revokes Qatar's bid to host the 2022 FIFA World Cup; revocation due risks associated with barriers to development



Potential Impacts:

- Incomplete infrastructure that may not receive funding
- Loss of foreign investors causing to a slowdown in economic growth
- Qatar's global image is hurt, affecting its ability to attract investments in the future

Mitigation Strategy:

- Maintain collaborative relationship with FIFA and its subcommittees
- Address pressing PR concerns promptly

Probability: Low

Alt. Scenario 2: Conditional Bid

Scenario overview:

FIFA maintains Qatar's bid to host the 2022 FIFA World Cup conditional under the timely achievement of milestones



Potential Impacts:

- Stricter regulation makes completion of infrastructure more difficult
- Potential loss of foreign investors due to controversy
- Increased attention on reasons for conditional bid may hurt Qatar's image

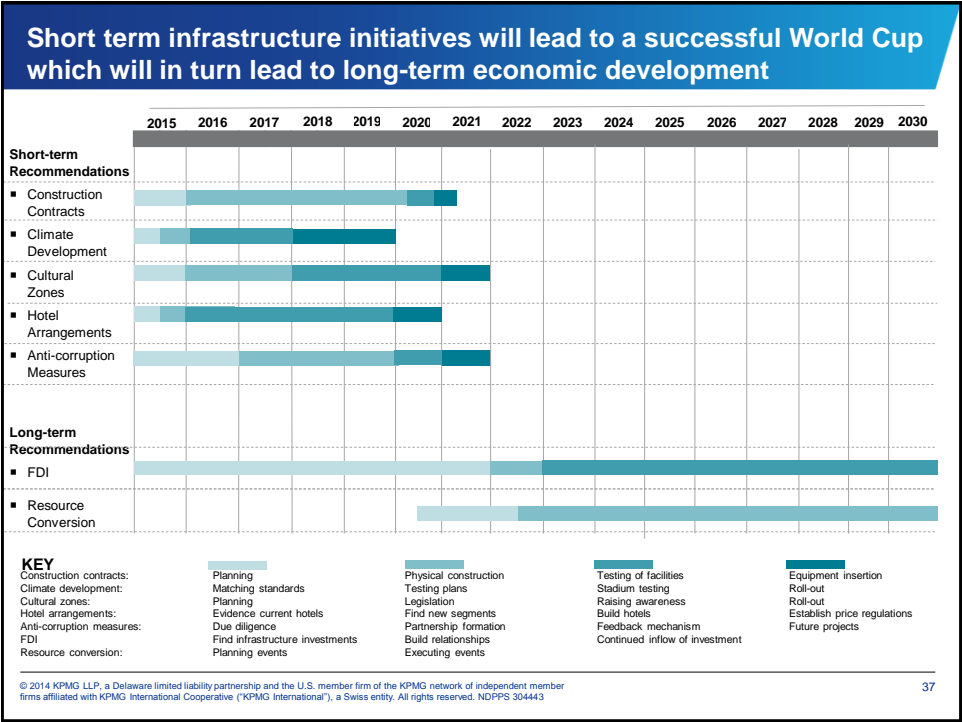
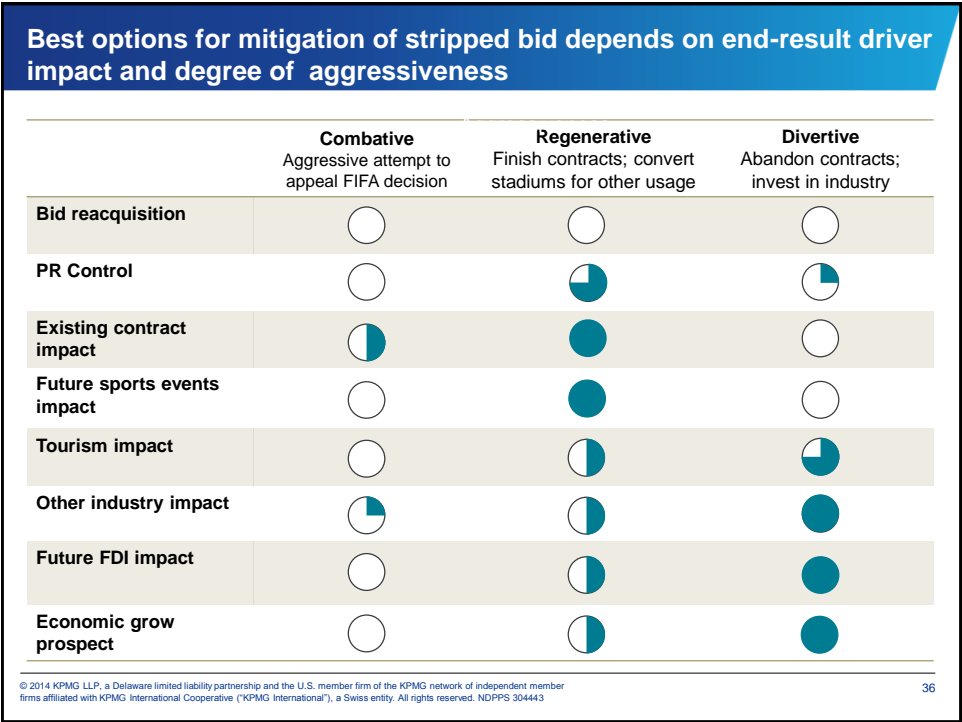
Mitigation Strategy:

- Maintain collaborative relationship with FIFA and its subcommittees
- Address pressing PR concerns promptly

Probability: Low – Medium

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Conclusions

Short-term Recommendations

- I. **Execute successful World Cup event** through effective management of infrastructure contracts, development of climate technology, integration of cultural zones, and diverse hotels
- II. **Address and mitigate public relations risk** involving corruption allegations through establishment of ethics committee and external board observers

Long-term Recommendations

- I. **Sustain Foreign Direct Investment** by leveraging World Cup multinational partnerships into post-2022 involvement
- II. **Convert Infrastructure Investments** into post-2022 economic growth and development through hosting future events

Questions?

Appendix Exhibit A: 2022 FIFA World Cup GDP Financial Analysis (Base Case)

(\$bn, all data in USD)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Qatar Base GDP Estimate	\$80.00	\$84.10	\$88.37	\$92.81	\$97.43	\$102.23	\$107.23	\$112.43	\$117.84	\$123.47	\$106.99	\$90.01	\$72.50	\$58.51
GDP growth rate %	n/a	5.1%	5.1%	5.0%	5.0%	4.9%	4.9%	4.8%	4.8%	4.8%	-13.3%	-15.9%	-19.4%	-19.3%
GDP from Oil & Gas	63.04	64.62	66.23	67.89	69.58	71.32	73.11	74.93	76.81	78.73	59.05	39.36	19.68	3.94
Oil & Gas Production Curve	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	75.0%	50.0%	25.0%	5.0%
% of GDP from Oil & Gas	78.8%	76.8%	75.0%	73.2%	71.4%	69.8%	68.2%	66.6%	65.2%	63.8%	55.2%	43.7%	27.1%	6.7%
GDP from Non-petroleum Industries	16.96	19.48	22.13	24.92	27.84	30.91	34.12	37.50	41.03	44.74	47.95	50.65	52.82	54.58
% of GDP from Non-petroleum	21.2%	23.2%	25.0%	26.8%	28.6%	30.2%	31.8%	33.4%	34.8%	36.2%	44.8%	56.3%	72.9%	93.3%
World Cup Effected Qatar GDP	\$81.60	\$87.64	\$94.00	\$100.70	\$107.75	\$115.16	\$122.96	\$131.17	\$139.79	\$148.85	\$135.54	\$121.44	\$106.51	\$94.86
GDP growth rate %	n/a	7.4%	7.3%	7.1%	7.0%	6.9%	6.8%	6.7%	6.6%	6.5%	-8.9%	-10.4%	-12.3%	-10.9%
Direct GDP Impact	1.80	1.89	1.99	2.09	2.19	2.30	2.41	2.53	2.65	2.78	2.41	2.03	1.63	1.32
Direct GDP Impact as a % of Base	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Net GDP Increase	1.60	3.54	5.63	7.89	10.32	12.93	15.73	18.73	21.95	25.38	28.55	31.43	34.01	36.34
Discounted GDP Impact	\$1.60	\$3.44	\$5.31	\$7.22	\$9.17	\$11.15	\$13.17	\$15.23	\$17.32	\$19.45	\$21.24	\$22.71	\$23.85	\$24.75

NPV of GDP Impact through 2027	\$195.63
NPV of GDP Impact through 2050	\$602.59

Assumptions:	
Current GDP Growth Rate %:	5.00%
% of GDP from Oil & Gas	78.80%
Oil & Gas Production Depletion Year	2023
Wind-down period (yrs)	4
Qatar Discount Rate	3.00%
Direct GDP Impact as a % of Base GDP	2.25%
NPV of GDP Impact	\$602.59
Total Initial Investment	\$200.00
Goal GDP Impact:	3x

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Appendix Exhibit B: 2022 FIFA World Cup GDP Financial Analysis (Optimistic Case)

(\$bn, all data in USD)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Qatar Base GDP Estimate	\$80.00	\$84.10	\$88.37	\$92.81	\$97.43	\$102.23	\$107.23	\$112.43	\$117.84	\$123.47	\$106.99	\$90.01	\$72.50	\$58.51
GDP growth rate %	n/a	5.1%	5.1%	5.0%	5.0%	4.9%	4.9%	4.8%	4.8%	4.8%	-13.3%	-15.9%	-19.4%	-19.3%
GDP from Oil & Gas	63.04	64.62	66.23	67.89	69.58	71.32	73.11	74.93	76.81	78.73	59.05	39.36	19.68	3.94
Oil & Gas Production Curve	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	75.0%	50.0%	25.0%	5.0%
% of GDP from Oil & Gas	78.8%	76.8%	75.0%	73.2%	71.4%	69.8%	68.2%	66.6%	65.2%	63.8%	55.2%	43.7%	27.1%	6.7%
GDP from Non-petroleum Industries	16.96	19.48	22.13	24.92	27.84	30.91	34.12	37.50	41.03	44.74	47.95	50.65	52.82	54.58
% of GDP from Non-petroleum	21.2%	23.2%	25.0%	26.8%	28.6%	30.2%	31.8%	33.4%	34.8%	36.2%	44.8%	56.3%	72.9%	93.3%
World Cup Effected Qatar GDP	\$81.60	\$88.27	\$95.31	\$102.74	\$110.59	\$118.85	\$127.57	\$136.75	\$146.43	\$156.61	\$144.34	\$131.18	\$117.09	\$106.19
GDP growth rate %	n/a	8.2%	8.0%	7.8%	7.6%	7.5%	7.3%	7.2%	7.1%	7.0%	-7.8%	-9.1%	-10.7%	-9.3%
Direct GDP Impact	2.40	2.52	2.65	2.78	2.92	3.07	3.22	3.37	3.54	3.70	3.21	2.70	2.18	1.76
Direct GDP Impact as a % of Base	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Net GDP Increase	1.60	4.17	6.95	9.94	13.16	16.62	20.34	24.32	28.59	33.15	37.35	41.17	44.58	47.68
Discounted GDP Impact	\$1.60	\$4.05	\$6.55	\$9.10	\$11.69	\$14.34	\$17.03	\$19.78	\$22.57	\$25.40	\$27.79	\$29.74	\$31.27	\$32.46

NPV of GDP Impact through 2027	\$253.38
NPV of GDP Impact through 2050	\$787.22

Assumptions:	
Current GDP Growth Rate %:	5.00%
% of GDP from Oil & Gas	78.80%
Oil & Gas Production Depletion Year	2023
Wind-down period (yrs)	4
Qatar Discount Rate	3.00%
Direct GDP Impact as a % of Base GDP	3.00%
NPV of GDP Impact	\$787.22
Total Initial Investment	\$200.00
Goal GDP Impact:	4x

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Appendix Exhibit C: 2022 FIFA World Cup GDP
Financial Analysis (Conservative Case)

(\$bn, all data in USD)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Qatar Base GDP Estimate	\$80.00	\$84.10	\$88.37	\$92.81	\$97.43	\$102.23	\$107.23	\$112.43	\$117.84	\$123.47	\$106.99	\$90.01	\$72.50	\$58.51
GDP growth rate %	n/a	5.1%	5.1%	5.0%	5.0%	4.9%	4.9%	4.8%	4.8%	4.8%	-13.3%	-15.9%	-19.4%	-19.3%
GDP from Oil & Gas	63.04	64.62	66.23	67.89	69.58	71.32	73.11	74.93	76.81	78.73	59.05	39.36	19.68	3.94
Oil & Gas Production Curve	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	75.0%	50.0%	25.0%	5.0%
% of GDP from Oil & Gas	78.8%	76.8%	75.0%	73.2%	71.4%	69.8%	68.2%	66.6%	65.2%	63.8%	55.2%	43.7%	27.1%	6.7%
GDP from Non-petroleum Industries	16.96	19.48	22.13	24.92	27.84	30.91	34.12	37.50	41.03	44.74	47.95	50.65	52.82	54.58
% of GDP from Non-petroleum	21.2%	23.2%	25.0%	26.8%	28.6%	30.2%	31.8%	33.4%	34.8%	36.2%	44.8%	56.3%	72.9%	93.3%
World Cup Effected Qatar GDP	\$81.60	\$87.01	\$92.69	\$98.65	\$104.91	\$111.47	\$118.36	\$125.58	\$133.15	\$141.08	\$126.74	\$111.70	\$95.94	\$83.53
GDP growth rate %	n/a	6.6%	6.5%	6.4%	6.3%	6.3%	6.2%	6.1%	6.0%	6.0%	-10.2%	-11.9%	-14.1%	-12.9%
Direct GDP Impact	1.20	1.26	1.33	1.39	1.46	1.53	1.61	1.69	1.77	1.85	1.60	1.35	1.09	0.88
Direct GDP Impact as a % of Base GDP	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Net GDP Increase	1.60	2.91	4.32	5.84	7.48	9.24	11.12	13.14	15.31	17.62	19.75	21.69	23.43	25.01
Discounted GDP Impact	\$1.60	\$2.82	\$4.07	\$5.35	\$6.65	\$7.97	\$9.32	\$10.69	\$12.08	\$13.50	\$14.70	\$15.67	\$16.43	\$17.03

NPV of GDP Impact through 2027 \$137.89

NPV of GDP Impact through 2050 \$417.96

Assumptions:	
Current GDP Growth Rate %:	5.00%
% of GDP from Oil & Gas	78.80%
Oil & Gas Production Depletion Year	2023
Wind-down period (yrs)	4
Qatar Discount Rate	3.00%
Direct GDP Impact as a % of Base GDP	1.50%
NPV of GDP Impact	\$417.96
Total Initial Investment	\$200.00
Goal GDP Impact:	2x