



Project Merciless

Executive Summary

Prepared by Global Risk Advisors

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About Global Risk Advisors

- ▶ Founded in 2008, Global Risk Advisors (GRA) provides unparalleled strategic advisory services to governments, corporations, institutional investors, and family offices worldwide
- ▶ We pride ourselves in creating, implementing, and executing global, low profile projects that produce discreet and comprehensive risk assessments for the most demanding clients
- ▶ GRA provides services in four key areas:
 - **Research:** Our analysts are central to the GRA team, and provide the finished product to our clients – a comprehensive, deep analysis of all of the information we have collected during the course of a project
 - **Intelligence:** GRA's officers are some of the most highly trained, Tier One operators in the world. We are experts in tactical collection of hard-to-access information to support our clients' strategic goals
 - **Security:** With extensive experience at the most sensitive levels of the U.S. Intelligence Community and Military, GRA's technical team includes experts in network security administration, cyber security, technical surveillance countermeasures, and cyber defense
 - **Knowledge:** GRA creates robust customized training programs to protect and preserve our clients' human, technical, and proprietary interests
- ▶ GRA is a premier strategic consultancy firm staffed by professionals who were hand picked from the most elite units of the U.S. Government and Military based on each officer's specific regional, linguistic, and operational experiences. We leverage our extensive backgrounds to support our clients' long-term strategic goals



Many threats surround Qatar and its goal of a successful and profitable World Cup 2022

- ▶ A proactive and strategic security plan (Project Merciless) is vital to protect the interests of Q22
- ▶ To achieve this success, Qatar must attain predictive intelligence to achieve total informational awareness, and understand the plans and intentions of:
 - Critical elements within FIFA, and European domestic leagues
 - FIFA President Sepp Blatter and his key subordinates who denigrate Q22
 - Key FIFA ExCo members – present and future
 - Dynamics and relationships between European domestic leagues and FIFA
 - Strategic Standing Committees of FIFA
 - Fluid nature of the voting preferences of all FIFA ExCo and member nations



In the last few years, Qatar's triumph in winning the World Cup 2022 has given way to an uncertain future

- ▶ In 2010-2011, Qatar was triumphant and seemingly in control
 - Qatar successfully won the World Cup bid
 - A Qatari, MBH, was President of the AFC and held a seat on the FIFA ExCo
 - Even with resentment from bid losers, Qatar still was in control
- ▶ Qatar's situation has changed in the last three years, and a series of unchallenged attacks occurred, and continue to grow stronger, from a variety of critics
 - Theo Zwanziger is often outspoken and critical of Qatar
 - Premier League Chief Executive Richard Scudamore
 - German Football League (DFL) executive Christian Seifert
 - Michael Garcia, another outspoken critic of Qatar, was appointed as Lead Investigator for FIFA's Ethics Committee
 - Chris Eaton, former FIFA Head of Security and Blatter subordinate, left FIFA and established himself in Doha as the Director of Sport Integrity for the International Centre for Sport Security (ICSS)

Qatar's pursuit of a successful World Cup 2022 is directly affected by opposition from multi-faceted threats

- ▶ Fallout from past scandals cast a long shadow over the bid process and is still used to denigrate Q22
- ▶ Q22 is the target of multinational persistent threats whose objectives range from self-promotion by slandering Qatar to taking away the World Cup
- ▶ These effects are cumulative and tarnish our "Gold Standard" reputation – this is the most difficult damage to repair
- ▶ The competition are ruthless enemies and have not accepted Qatar winning the bid; they still believe they can wrest Q22 away, or at a minimum, severely damage Qatar's return on investment
- ▶ Immediate damage will be achieved by taking away Q22; long-term damage will be achieved by degrading Qatar's reputation and credibility over time



Recently, there has been a wave of objections to a summer World Cup in Qatar with some calling for a re-vote

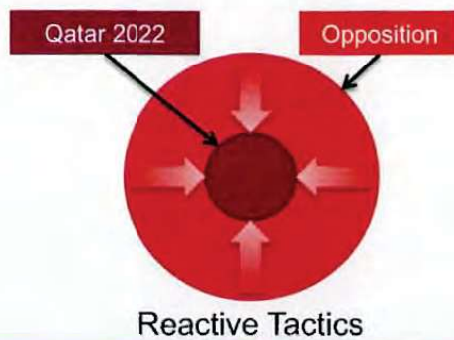
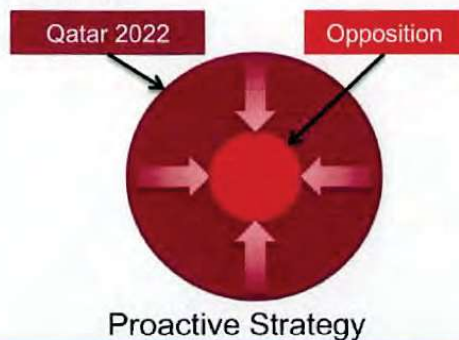
- ▶ Although, some opponents are merely calling for a switch in season for the World Cup in Qatar, others are crying foul and demanding a re-vote on the bid
 - English Premier League teams oppose the switch in season citing scheduling conflicts and other reasons
 - Momentum shifting away from a summer event
 - Delicate balance of competing priorities between European domestic leagues and FIFA
- ▶ Mounting criticism, calls to re-evaluate the integrity of the vote, and opposition from European clubs all increase the possibility that vocal and powerful elements will unite behind an effort to challenge the awarding of World Cup 2022 to Qatar

The risk of a catastrophic re-vote and loss of a Qatar World Cup continues to grow every day that nothing is done to mitigate these challenges



A proactive strategy is required to protect the World Cup project and defend long-term goals

- ▶ Q22 is a global, multi-billion dollar project that must have a proactive and strategic security plan to protect the project and maximize long-term returns; a defensive counter-intelligence (CI) element is critical to this plan
- ▶ The current approach has been reactive and tactical in nature, resolving problems as they arise on a case-by-case basis; this is very expensive and does not prevent more assaults against Q22
- ▶ A proactive strategy is the most effective and least costly in preventing future attacks



A long-term strategic security management plan must be implemented to protect Qatar's interests and reputation

- ▶ Q22 needs to adopt an aggressive yet subtle strategic effort to effectively prevent crises, not merely react to them
- ▶ Persistent and aggressive distractions and disruptions will put our attackers on the defensive and reveal the dubious nature of their plans and intentions
- ▶ The least costly and resource intensive solution is a truly disconnected covert plan sustained throughout the project life cycle
- ▶ Long-term planning and implementation of an aggressive operational plan from the beginning will immediately yield dividends
- ▶ This robust structure maintains full deniability, and can be measured in reputation protection
- ▶ Outsourcing the risk to GRA avoids retaliation by sophisticated enemies with vast resources and infrastructure

Qatar must act immediately and focus on a big picture, strategic plan to protect Q22 and Qatar's reputation

GRA provides a dynamic and covert ability to effectively prevent and mitigate attacks from opposition threats

- ▶ GRA offers the capabilities and experience to implement a robust long-term strategic security management plan for a successful Q22
- ▶ GRA provides experienced, robust, and dynamic operational capabilities to achieve this goal in a non-attributable and discreet manner:
 - Dedicated task force of highly skilled, covert operators
 - Predictive intelligence
 - Total informational awareness
 - Robust research and probability assessments
 - Contingency planning
 - Crisis prevention and management
- ▶ GRA will assess potential issues in advance, work to prevent them from occurring, and implement contingency plans to address them immediately



GRA delivers expertise in intelligence and security solutions from an extensive background in highly sensitive U.S. Intelligence and Military operations



GRA proposes a strategic plan to return Qatar to a position of power and influence and proactively deter potential attacks

- ▶ GRA proposes to deploy multiple operators worldwide to spot, assess, develop, recruit, and handle assets with access to persons and topics of interest
- ▶ Along with this deployment, there will be a back office staff of program managers, reports officers, support officers, IT specialists, technical collection specialists, quick reaction operators, and analysts
- ▶ The ultimate goal is to achieve worldwide penetration to obtain:
 - Predictive intelligence of all plans and intentions
 - Total informational awareness to prevent and/or effectively negate future attacks
 - Advanced warning of major events and shifts in position
 - The ability to shape and influence both short-term and long-term policies and procedures leading up to Q22



A fully-featured, strategic plan will enable Qatar to reclaim it's influence and strengthen situational awareness

GRA Strategic Plan Features

Operation	<ul style="list-style-type: none">• Robust network of globally-dispersed operators to conduct long-term seeding and penetration operations• Neutralize and disqualify threats while Qatar maintains credibility and deniability• Collect extensive research on behind-the-scenes alliances/cabals• Recruitment of assets, patsies and lightning rods, tiered promotion of deflection blocks• Build a massive arsenal of documentation to prepare for a legal challenge and other contingencies• Denial and deception capability at will• Ad hoc reserve resources and forward deployed personnel• Eliminate attackers through public campaigns without provoking retaliation• Prove resiliency by limiting damage to Qatar• Push Qatar's reach and sphere of influence to FIFA
Risk Mitigation	<ul style="list-style-type: none">• Covert banking, communications, and commercial activity will be unique, single-use only, and constantly rotated during the project• Minimized staff and compartmentalization with limited outsourcing and some proxies• Solidify a long term deterrence strategy to prevent future strikes• Amortization of expenses with significant cost benefits over the lifetime of the project• Fully integrated commercial assets with enhanced cover status; deep cover that can withstand strong challenges• Fully developed backstopping and diverted accountability for all lead project streams• Continuous CI posture review and realignment as needed• Drawdown plan and eventual incorporation into overt business strategy• Transition scheme and post completion implementation plan
Advantages	<ul style="list-style-type: none">• Integration of resources to avoid short-circuits• Significant cost savings and maximum use of prime resources• Great increase in the probability of success• Conduct multiple operations simultaneously• Reap additional benefits from intangibles - peace of mind from having a dedicated problem-solving force, diminished stress from not having to react/scramble, low distraction from focus on business development, etc.



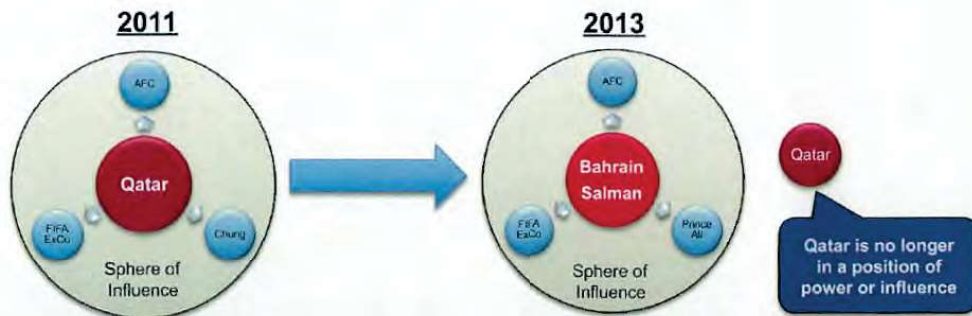
An important aspect in the overall Project Merciless strategy is a campaign focused on the AFC – Operation Frosty

- ▶ A proactive and strategic security plan is key to the success of Q22, and a vital component of this strategy is a concerted effort to regain control within the AFC
- ▶ Key aspects of the AFC must be penetrated in order to attain Predictive Intelligence to achieve Total Informational Awareness and to understand the plans and intentions of:
 - AFC President Sheikh Salman Bin Ibrahim Al-Khalifa and those that supported and backed his rise to power in the AFC and FIFA
 - AFC ExCo members
 - Key members of the FIFA ExCo who influence the AFC
 - Strategic “Standing Committees” of the AFC
 - Fluid nature of the voting preferences of all 46 AFC member nations



The AFC situation is challenging, and Qatar is in an uncertain position with limited authority

- ▶ In early 2011, Qatar was in a position of confidence and control within the AFC. This changed due to a series of controversial developments:
 - Lost the AFC Presidency and a seat on the FIFA ExCo
 - Lost a strategic partner on the FIFA ExCo when Chung Mong-joon lost his seat to the Jordanian Prince Ali Bin Al-Hussein
 - Caught off guard by Zhang Jilong's withdrawal from the AFC presidency race
 - Bahraini Sheik Salman Bin Ibrahim Al-Khalifa is now AFC President and a member of the FIFA ExCo
- ▶ Rivals have now replaced Qatar in positions of authority and influence in the AFC and FIFA ExCo, and Qatar is at risk of alienation from decision-making processes and influence



The implications of the situation are opaque and must be rectified quickly to prevent further loss of position or influence

- ▶ Qatar is information poor and in a limited position to shape and influence the plans and intentions of the AFC
- ▶ The loss of influence within the AFC no longer allows direct, first-hand access to information of interest
 - Increased dependency on past relationships, disparate streams of unreliable information, and pressure to maintain and reinforce historic access
- ▶ Many questions remain regarding the future direction of the AFC and the network of relationships of those in power
 - What are the plans and intentions of Sheikh Salman?
 - Was there a quid-pro-quo with China for Zhang to step aside?
 - How are Jordan and Prince Ali involved with Sheikh Salman and Zhang?

Qatar should allocate the appropriate resources to allow GRA to quickly implement, manage, and execute a long-term strategic security management plan



Qatar must act quickly to implement the strategic plan and continue executing this project for the next six years

- ▶ The plan to regain influence within the AFC must begin immediately with full support and adequate resource allocation, and be executed without delay or hindrance throughout the whole project life cycle
- ▶ Current AFC President Sheikh Salman will most likely retain the presidency at the next election, therefore this plan must continue for the next six years leading up to the AFC election in 2019
- ▶ Acting immediately increases the chance of success in controlling the 2019 AFC election and solidifying Qatar's position of influence



Immediate action is required to ensure a robust and well-laid strategy, and increase the chance of success

Similarly to Project Merciless, GRA proposes a strategic plan to empower Qatar to shape and influence the AFC

- ▶ GRA proposes to deploy multiple operators worldwide to spot, assess, develop, recruit, and handle assets with access to persons and topics of interest
- ▶ Along with this deployment, there will be a back office staff of program managers, reports officers, support officers, IT specialists, technical collection specialists, quick reaction operators, and analysts
- ▶ The ultimate goal is to achieve worldwide penetration to obtain:
 - Predictive intelligence of all plans and intentions
 - Total informational awareness to prevent and/or effectively negate future attacks
 - Advanced warning of major events and shifts in position
 - The ability to shape and influence both short-term and long-term policies and procedures leading up to the 2019 AFC Presidential election



Limited Counter-intelligence and IT security plan for Operation Frosty

- ▶ A Counter-Intelligence (CI) and IT security plan is only nominally better than a tactical reactive approach, however it is still better than doing nothing
- ▶ This CI/Security plan will consist of:
 - CI officers will travel on an as-needed basis to minimize the damage from intelligence gathering efforts by rivals
 - Psychological operations and media campaigns
 - Surveillance and counter-surveillance operators
 - Small support staff
- ▶ This plan will not have operators deployed worldwide and allows for minimal intervention in intercepted plans and intentions
- ▶ Predictive intelligence and total informational awareness will not be attained
- ▶ The initial cost-savings from this plan will likely be negated by the cost needed to react to unforeseen attacks or threats



While a plan to influence the AFC is an important aspect of the overall strategic goal, it does not address all the threats

- ▶ The AFC is only one of numerous risks that threaten Q22; focusing on only this single risk does little to address and mitigate all the other threats



Qatar must integrate the AFC strategy into the greater overall proactive security management strategy to ensure success

Q22 stands to gain tremendously from the successful implementation of a long-term strategic plan

- ▶ Utilize predictive intelligence to shape and guide the plans and intentions of key players and elements within the football world
- ▶ Have knowledge of attacks before they occur – total informational awareness – and be able to prevent or effectively deal with them in a discreet, non-attributable manner
- ▶ Qatar's reputation and status will be advanced by staying above the fray and be able to maintain full deniability and credibility
- ▶ Q22 will have ample ammunition at its disposal for the court of public opinion and potential legal battles
- ▶ Establish Qatar as a savvy and capable hard target



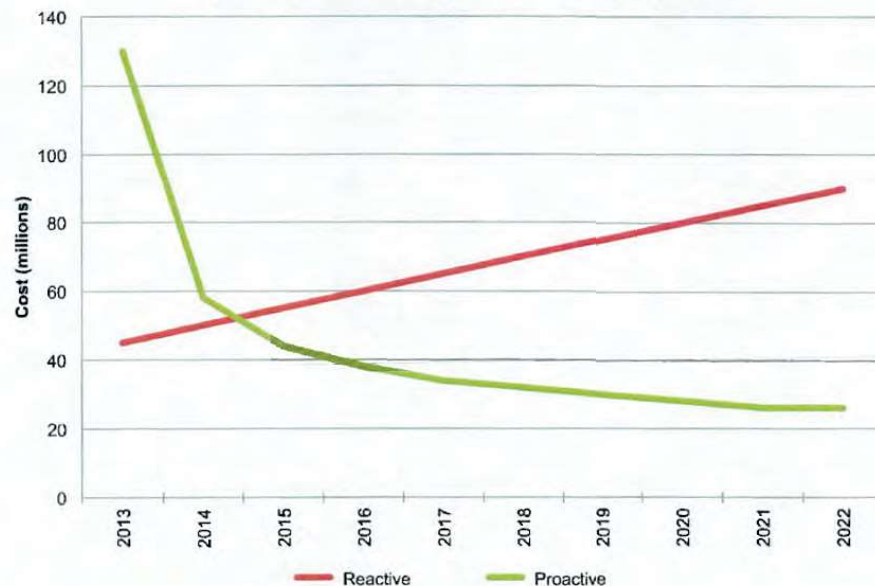
GRA provides a viable long-term solution to protecting and realizing Qatar's World Cup 2022 vision

APPENDICES



A tactical reactive approach is more costly in the long run than a strategic proactive plan

Reactive vs. Proactive Cost Analysis



Project Merciless plan tiers and probabilities of success

MERCILESS LOW					
	Head Count	Cost/Ea	Misc	Years	Price
PM	2	\$659,750		9	\$11,875,500
PCS	5	\$471,250	\$402,000	9	\$23,216,250
MOVE	6	\$471,250	2 ea		\$4,712,500
CIO	8	\$612,625		9	\$44,109,000
CMO	5	\$471,250		9	\$21,062,500
IT PLATFORM	5	\$725,725		9	\$32,637,625
SSO	3	\$537,225		9	\$14,560,875
PLATFORM	6	\$848,250		9	\$45,805,500
STUDY	3	\$781,700		9	\$21,375,900
MEDIA	4	\$754,000		9	\$27,144,000
FLY-AWAY	6	\$842,500	10 targets	9	\$50,895,000
TDY per CIO	9	\$28,275	4 ea/yr	9	\$8,143,200
TECH SURVEY	3	\$725,725		9	\$19,434,675
SITE SURVEY	7	\$546,650		9	\$3,826,550
WHITE	3	\$659,750		9	\$17,813,250
BLACK	6	\$744,575		9	\$40,207,050
TOTAL	66				\$387,087,225

Correspondingly less than "Medium"

BOTTOM LINE:

Low degree of probability, and correspondingly less intel, less advanced warning than "Medium," with a best-effort attempt to collect and report, but with the understanding that this option has significantly less headcount, therefore significantly less ability to cover the global reach of FIPA

This is really 40%, and we will be stretched very thin, but give it our best effort, however, there will undoubtedly be several hiccups, along with a few major SNAFU's that will require additional budget along the way to clean up

MERCILESS MEDIUM					
	Head Count	Cost/Ea	Misc	Years	Price
PM	3	\$659,750		9	\$17,813,250
PCS	6	\$471,250	\$402,000	9	\$27,859,500
MOVE	6	\$471,250	2 ea		\$5,855,000
CIO	10	\$812,625		9	\$85,136,250
CMO	6	\$471,250		9	\$25,447,500
IT PLATFORM	5	\$725,725		9	\$32,637,625
SSO	4	\$537,225		9	\$19,349,100
PLATFORM	7	\$848,250		9	\$51,439,750
STUDY	4	\$781,700		9	\$28,501,200
MEDIA	5	\$754,000		9	\$33,950,000
FLY-AWAY	7	\$842,500	10 targets	9	\$55,377,500
TDY per CIO	10	\$28,275	4 ea/yr	9	\$10,178,000
TECH SURVEY	4	\$725,725		9	\$26,126,100
SITE SURVEY	8	\$546,650		9	\$4,373,200
WHITE	4	\$659,750		9	\$23,751,000
BLACK	8	\$744,575		9	\$53,606,400
TOTAL	81				\$477,196,375

Correspondingly less than "High"

BOTTOM LINE:

Medium degree of probability, and correspondingly less intel, less advanced warning than "High"

This is really 60% - 70% (soft 70%), and we will do the most with what we've got, but, there will be a few hiccups along the way

MERCILESS HIGH					
	Head Count	Cost/Ea	Misc	Years	Price
PM	4	\$659,750		9	\$23,751,000
PCS	7	\$471,250	\$402,000	9	\$32,502,750
MOVE	7	\$471,250	2 ea		\$6,267,500
CIO	12	\$612,625		9	\$86,163,000
CMO	7	\$471,250		9	\$29,686,250
IT PLATFORM	5	\$725,725		9	\$32,637,625
SSO	5	\$537,225		9	\$24,175,125
PLATFORM	8	\$848,250		9	\$61,074,000
STUDY	5	\$781,700		9	\$33,026,500
MEDIA	6	\$754,000		9	\$40,716,000
FLY-AWAY	8	\$842,500	10 targets	9	\$67,860,000
TDY per CIO	12	\$28,275	4 ea/yr	9	\$10,214,800
TECH SURVEY	5	\$725,725		9	\$32,637,625
SITE SURVEY	9	\$546,650		9	\$4,915,850
WHITE	5	\$659,750		9	\$29,686,250
BLACK	10	\$744,575		9	\$67,011,750
TOTAL	96				\$607,305,325

Total headcount of 96 officers

Four full-time Project Managers, each with specific regional/subject responsibilities
Seven CIO's PCS worldwide
Twelve CIO's TDYing worldwide in support of PCS operations
Seven CMO's, each with specific regional/subject responsibilities
Five Tech Platforms, dispersed worldwide to compartmentalize IT; redundancy
Five targeted Study platforms on multiple continents
Six targeted media efforts on multiple continents
Robust team of Fly-Away CIO's, on call 24/7 to support worldwide operations
Five targeted survey and penetration operations of competitive technical platforms
Nine targeted survey and penetration operations of competitive physical sites
Five dedicated, overt, white hat CIO's to support worldwide operations
Ten dedicated, covert, black hat CIO's to support worldwide operations

BOTTOM LINE:

High degree of probability that we will achieve worldwide penetration of the entire FIFA organization, with Predictive Intelligence of all Plans and Intentions, advanced warning of major shifts, and the ability to shape and influence both short-term, and long-term policies and procedures leading up to WC 2022

This is 100%, we got this covered, and can take care of it for you



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Limited Operation Frosty CI/Security plan breakdown

- ▶ The initial cost-savings from this plan will likely be negated by the cost needed to react to unforeseen attacks or threats

FROSTY -- CI and IT Security Only								
	2013	2014	2015	2016	2017	2018	2019	TOTAL
CI Officers	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000	\$9,450,000
CIG Campaign	\$1,940,000	\$1,940,000	\$1,940,000	\$1,940,000	\$1,940,000	\$1,940,000	\$1,940,000	\$13,580,000
Specialist	\$385,000	\$385,000	\$385,000	\$385,000	\$385,000	\$385,000	\$385,000	\$2,695,000
Admin	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$665,000
Media	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$2,625,000
Surveillance	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$3,675,000
Travel	\$265,000	\$265,000	\$265,000	\$265,000	\$265,000	\$265,000	\$265,000	\$1,855,000
Operational	\$615,000	\$615,000	\$615,000	\$615,000	\$615,000	\$615,000	\$615,000	\$4,305,000
Annual Sub-Total	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	\$5,550,000	
TOTAL								\$38,850,000



Thank You

For additional information please contact:

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