Annual Report Fiscal 2019
1 April 2018 – 31 March 2019
His Highness
Sheikh Hamad bin Khalifa Al Thani
The Father Emir

His Highness
Sheikh Tamim bin Hamad Al Thani
Emir of the State of Qatar
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>GCEO Welcome Letter</td>
<td>07</td>
</tr>
<tr>
<td>Group Annual Results</td>
<td>34</td>
</tr>
<tr>
<td>Group Overview</td>
<td>36</td>
</tr>
<tr>
<td>Network Expansion</td>
<td>38</td>
</tr>
<tr>
<td>Fleet Expansion</td>
<td>40</td>
</tr>
<tr>
<td>Investments</td>
<td>42</td>
</tr>
<tr>
<td>Product Development</td>
<td>44</td>
</tr>
<tr>
<td>Hotels</td>
<td>48</td>
</tr>
<tr>
<td>Integrated Operations Centre</td>
<td>50</td>
</tr>
<tr>
<td>Global Sponsorships</td>
<td>52</td>
</tr>
<tr>
<td>Investing in Our Staff</td>
<td>58</td>
</tr>
<tr>
<td>Cargo</td>
<td>62</td>
</tr>
<tr>
<td>QAS</td>
<td>66</td>
</tr>
<tr>
<td>Qatar Executive</td>
<td>70</td>
</tr>
<tr>
<td>Discover Qatar</td>
<td>74</td>
</tr>
<tr>
<td>QDF</td>
<td>78</td>
</tr>
<tr>
<td>QACC</td>
<td>82</td>
</tr>
<tr>
<td>Frequent Flyer Programme</td>
<td>86</td>
</tr>
<tr>
<td>Corporate Responsibility</td>
<td>88</td>
</tr>
</tbody>
</table>
Executive Board Members

H.E. Ali Shareef Al Emadi
Chairman

H.E. Sheikh Abdul Rahman bin Khalifa Al Thani
Vice Chairman

H.E. Jassim Saif Al Sulaiti
Member

H.E. Issa Mohamed Al Mohannadi
Member

H.E. Akbar Al Baker
Member and GCEO of Qatar Airways

H.E. Sheikha Hanoof bint Thani Al Thani
Member
As Qatar Airways continues its journey into its third decade of operation I am in no doubt that we can look back with real pride on what we achieved during 2018-19.

Once again, we led the way and continued to set standards that others strive to match, but simply cannot emulate. We have been unrelenting in our commitment to improving our product onboard, winning dozens of awards in the process, many of which were voted for by passengers – the most important audience there is.

We represented our country with integrity, raising the flag of Qatar in many new cities around the world, growing our route network to more than 160 destinations. Sustained success in the face of adversity. Our fleet, which only twenty years ago numbered just four aircraft, grew to a landmark milestone of 250 with the delivery of an Airbus A350-900 in March.
We are committed to ensuring we maintain a modern fleet, which remains one of the youngest in the world, and we are determined to uphold the proud record of the average age of our aircraft being under five years.

Our cargo business cemented its place as the second biggest in the world with volumes increasing by 6.8 per cent and growing to record levels, transporting 1,452,000 tonnes during the year. An incredible success story.

While 2018-2019 was a year of success for Qatar Airways, it was also the first full year of the continued illegal blockade against our country. On 5 June 2017, an air, sea and land blockade was imposed on Qatar by our neighbouring countries and on that day, our home became subject to a ruthless campaign of isolation coordinated by some nations who we had considered long-time partners.

Other airlines would have capitulated. But not Qatar Airways. We, and the country we serve, chose to fight back against protectionism, bullying and aggression by growing our fleet, increasing our global and regional footprint and continuing our investment.

Of course, it has been a challenging year and while it is disappointing that we have registered a financial loss – attributable to the loss of mature routes, fuel costs and foreign exchange fluctuations – our adversaries have suffered far more than we have. If the intention of the illegal blockade was to damage Qatar Airways, precisely the opposite has happened. Our mix of wide and narrow body aircraft enabled us to launch new destinations and increase frequencies based on market demand.
This flexibility to effectively and quickly reposition our network has enabled us to continue growing while our competitors, unable to adjust to changing markets, are shrinking.

Despite having access to a very restricted airspace, Qatar Airways has continued to innovate and look outwards to under-served markets around the world. It is with a real sense of pride and achievement that since the first day of the blockade we have launched 24 new destinations.

For many of these new destinations, Qatar Airways is the first Middle Eastern carrier to operate to the airport. We are proud to lead the way in bringing the benefits of international aviation to emerging markets, and we believe we will see long-term benefits from entering these markets ahead of the competition.

Our resilience is reflective of the whole country. Rather than being affected by such setbacks, we have turned the blockade into an opportunity to diversify and innovate our thinking.

- Dublin, Ireland
- Nice, France
- Skopje, Macedonia
- Sohar, Oman
- Prague, Czech Republic
- Kyiv, Ukraine
- Sarajevo, Bosnia and Herzegovina
- Adana, Turkey
- Chiang Mai, Thailand
- Saint Petersburg, Russia
- Utapao, Thailand
- Penang, Malaysia
- Canberra, Australia
- Thessaloniki, Greece
- Hatay, Turkey
- Cardiff, UK
- London Gatwick, UK
- Mykonos, Greece
- Bodrum, Turkey
- Málaga, Spain
- Antalya, Turkey
- Mombasa, Kenya
- Gothenburg, Sweden
- Da Nang, Vietnam
Thanks to Qatar's visionary leadership, our state-of-the-art airport Hamad International Airport (HIA) already had the capacity and the technology in place to meet this growing demand, ensuring passengers would not be impacted by the increase in traffic flows. HIA was, once again, named the best airport in the Middle East and the fourth best airport in the world.

While these awards are welcome, they are not an end in themselves, but a recognition of the world-class service we aim to give to all our passengers and customers. They are a tribute to our staff, whose hard work and commitment make such high praise possible.

Awards 2018-19

- World's Best Business Class
- Best Airline In The Middle East
- Best First Class Airline Lounge
- Best Business Class Seat
- World's Best Business Class
- Best Business Class: Middle East
- World's Top 10 Airline
- Travelers’ Choice Winner: ‘Airline: Middle East’ and ‘Economy Class: Middle East’

- Best Long-Haul Airline
- Best Business Class
- Best Middle East Airline
The Illegal Airspace Blockade

As Qatar Airways finds itself in the third year of the illegal airspace blockade imposed by Saudi Arabia, Bahrain, Egypt and the United Arab Emirates, our purpose is underscored as a strategic pillar critical to people movement and connectivity, ensuring food security in our country, as well as the sustainable distribution of medicines and other essential supplies. Simply put, Qatar Airways is the only humanitarian bridge connecting the State of Qatar to the world. And we would like to thank the international community for their support as the State of Qatar tackles this illegal blockade.

Despite this adversity, Qatar Airways’ resilience is unwavering and we continue to grow in the number of destinations we serve, aircraft we fly and people we employ. However, it is important to note that the State of Qatar is not the only target of the illegal blockade. Planned new destinations in West and Central Africa and South America had to be suspended, restricting vital connectivity and further economic development in these regions. Sustainability indicators were also negatively impacted by the illegal blockade as fuel consumption increased due to airspace restrictions.
With the 40th Session of the International Civil Aviation Organization (ICAO) General Assembly scheduled for autumn 2019, the world looks forward to the newly elected ICAO Council and its leadership in fulfilling its mandate and keeping the skies open.

**Aeropolitical Relations**

**Qatar Airways and Europe**

We were proud to announce the successful conclusion of the negotiation of a Comprehensive Air Transport Agreement between the State of Qatar and the European Union and its Member States (EU) on 6 February 2019.

This landmark Agreement is the first of its kind ever concluded between the EU and a Gulf Cooperation Council (GCC) Member State, providing a significant competitive edge to air carriers of both parties and a sustainable framework for future operations. The EU-Qatar Comprehensive Air Transport Agreement brings a fresh approach to some common articles, introduces new articles and takes into consideration the latest ICAO standards and global industry best practices on Safety, Security and Air Traffic Management.

This Agreement recognises the liberalised aviation regime between the State of Qatar and 23 EU Member States while providing a gradual enhancement of market access between the remaining five EU Member States. Consumers are the ultimate winners in this Agreement, as it creates a balanced framework for operations and fair and equal opportunities for air carriers of both sides to compete.

A special focus has also been placed on protecting the environment by promoting sustainable development of aviation, and recognising the importance of labour conditions in the airline industry.

The Agreement will encourage other trading blocs and significant aviation markets to join us in achieving a liberalised global aviation regime for future generations. We believe that the conclusion of this Agreement and our positive engagement will serve as a role model for others.

In May 2018, I was invited to address the European Parliament Committee on Transport and Tourism (TRAN Committee), marking the first time an airline leader outside of the European Union has done so.

In November 2018, meetings were organised with influential European Parliament members and top decision makers from the European Commission, including the Commissioner for Mobility and Transport, as well as the Director General for Mobility and Transport. The aim of the series of meetings was to strengthen the already robust relationships that the airline enjoys with key decision makers and to demonstrate Qatar Airways’ commitment to the European Union.
Aeropolitical Engagements

We continued to proactively engage with our partners around the world in genuine and meaningful dialogue regarding the future of our industry.

United States of America

With respect to the United States we engaged in technical meetings and discussions with U.S. Officials to preserve flexibility for the airline and extend the benefits of a liberalised aviation regime, such as support for U.S. jobs, international trade and enhancing consumer choice.

India

It has been our priority to be actively involved on the global stage in key aeropolitical regions. Of note, I led a delegation to the International Aviation Summit in Delhi in September 2018 and the Global Aviation Summit in Mumbai in January 2019 where I expressed the need for equal opportunities to compete and access the Indian market while also emphasising our support to India’s aviation agenda and the country’s infrastructure developments.

Africa

It was also my pleasure to deliver the opening address at the Africa Aviation Summit in Kigali, Rwanda in February 2019 where I set the tone of the conference and stressed the need for a decisive shift in the current hubbing dynamics for Africa’s
full aviation potential to materialise. Qatar Airways is committed to remaining a trusted partner in this important aviation market.

All the while Qatar Airways’ aeropolitical engagements have supported the State of Qatar’s signature of new Air Services Agreements and enhancements of traffic rights for passenger and all-cargo services with countries in Africa, the Americas, Asia, Australasia and the Middle East – progress that paves the way for increased air connectivity around the world.

**Corporate and Industry Affairs**

In February 2019, we proudly organised the CAPA Qatar Aviation, Aeropolitical and Regulatory Summit – the first aeropolitical event of its kind to be held in the Middle East. During two days of stimulating debate and discussion, it became clear that a new approach was needed to take our industry forward. The literal embodiment of such thinking came in the form of the “Doha Declaration”, a Manifesto for Liberalisation, Market Access, Sustainability and Engagement.

---

**Doha Declaration**

75 years after the aviation regulatory framework was established, it is time for a serious global review of its relevance today; the “business of freedom” underpins 10 per cent of global GDP. It is too important to be constrained by economic regulation that was designed to meet entirely different conditions

**Recommendation**

Governments should:

- Relax restrictive airline ownership and control rules, which underpin the bilateral air services system, constraining rationalisation of market access;
- Increase efforts to encourage plurilateral liberalisation, for example as promoted by the European Union;
- Enhance sustainability – in its broadest meaning – in the aviation sector;
- Actively encourage aeropolitical discussion and further engagement at the highest levels.
As well as growing our fleet to unprecedented levels, 2018-19 also saw the airline align our 250-strong aircraft to meet the challenges of a dynamic and changing industry.

Unlike so many of our competitors who simply buy more of the same, Qatar Airways’ has adopted a fleet strategy that is fit for purpose.

By way of example, in January 2019 we took the decision to convert 10 of our 50 Airbus A321neo on order to the Airbus A321LR (long-range) variant of the A320 family.

In doing so, we sent a clear signal that we will bring the additional capability and range to our existing fleet portfolio to support our global route expansion plans.

The A321LR has extra fuel tanks, as well as a higher maximum take-off weight, to give the aircraft additional range and we will use the A321LR to both connect Doha to new growing markets where demand is not sufficient for wide body aircraft, or where current narrow bodies (A320/A321) are unable to reach.

Alternatively, the new aircraft can be adapted to provide additional frequencies on existing routes, giving our passengers more choice and flexibility when they travel. The aircraft types are, of course, an important part of our offering but it is what’s inside the fuselage that really counts.

Our patented, award-winning Qsuite, introduced in 2017, continues to be the product that other airlines aspire to match while the onboard service provided by our dedicated staff is unmatched in the industry.

“Our patented, award-winning Qsuite, introduced in 2017, continues to be the product that other airlines aspire to match while the onboard service provided by our dedicated staff is unmatched in the industry.”
## Passenger Fleet Guide

<table>
<thead>
<tr>
<th>Model</th>
<th>Number of Aircraft</th>
<th>Length (m)</th>
<th>Wingspan (m)</th>
<th>Cruising Speed (kph)</th>
<th>Range (km)</th>
<th>Passenger Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Airbus A350-1000</strong></td>
<td>7</td>
<td>73.78</td>
<td>64.75</td>
<td>903</td>
<td>14,750</td>
<td>327</td>
</tr>
<tr>
<td><strong>Airbus A321-200</strong></td>
<td>6</td>
<td>44.51</td>
<td>34.1</td>
<td>867</td>
<td>5,630</td>
<td>182</td>
</tr>
<tr>
<td><strong>Airbus A330-300</strong></td>
<td>13</td>
<td>63.69</td>
<td>60.3</td>
<td>867</td>
<td>10,558</td>
<td>295-305</td>
</tr>
<tr>
<td><strong>Airbus A350-900</strong></td>
<td>34</td>
<td>66.89</td>
<td>64.75</td>
<td>902</td>
<td>14,350</td>
<td>283-339</td>
</tr>
<tr>
<td><strong>Airbus A340-600</strong></td>
<td>4</td>
<td>75.27</td>
<td>63.45</td>
<td>905</td>
<td>14,682</td>
<td>372</td>
</tr>
<tr>
<td><strong>Airbus A330-200</strong></td>
<td>7</td>
<td>58.88</td>
<td>60.3</td>
<td>867</td>
<td>12,569</td>
<td>260</td>
</tr>
<tr>
<td><strong>Airbus A320-200</strong></td>
<td>33</td>
<td>37.57</td>
<td>34.1</td>
<td>867</td>
<td>5,731</td>
<td>132-165</td>
</tr>
<tr>
<td><strong>Airbus A319LR</strong></td>
<td>2</td>
<td>33.84</td>
<td>34.1</td>
<td>867</td>
<td>6,837</td>
<td>110</td>
</tr>
<tr>
<td><strong>Airbus A380-800</strong></td>
<td>10</td>
<td>72.7</td>
<td>79.8</td>
<td>944</td>
<td>15,700</td>
<td>517</td>
</tr>
<tr>
<td><strong>Airbus A330-300</strong></td>
<td>13</td>
<td>63.69</td>
<td>60.3</td>
<td>867</td>
<td>10,558</td>
<td>295-305</td>
</tr>
<tr>
<td><strong>Airbus A330-200</strong></td>
<td>7</td>
<td>58.88</td>
<td>60.3</td>
<td>867</td>
<td>12,569</td>
<td>260</td>
</tr>
<tr>
<td><strong>Airbus A320-200</strong></td>
<td>33</td>
<td>37.57</td>
<td>34.1</td>
<td>867</td>
<td>5,731</td>
<td>132-165</td>
</tr>
<tr>
<td><strong>Airbus A319LR</strong></td>
<td>2</td>
<td>33.84</td>
<td>34.1</td>
<td>867</td>
<td>6,837</td>
<td>110</td>
</tr>
<tr>
<td><strong>Airbus A380-800</strong></td>
<td>10</td>
<td>72.7</td>
<td>79.8</td>
<td>944</td>
<td>15,700</td>
<td>517</td>
</tr>
</tbody>
</table>
Boeing 787 Dreamliner
Number of aircraft 30
Length (m) 73.9
Wingspan (m) 64.8
Cruising speed (kph) 913
Range (km) 15,200
Passenger capacity 354-412

Boeing 777-300ER
Number of aircraft 48
Length (m) 63.7
Wingspan (m) 64.8
Cruising speed (kph) 905
Range (km) 14,685
Passenger capacity 254

Boeing 777-200LR
Number of aircraft 9
Length (m) 63.7
Wingspan (m) 64.8
Cruising speed (kph) 905
Range (km) 17,370
Passenger capacity 259-272

As at 31 March 2019.
In March, I was delighted to unveil our new Economy Class experience at ITB in Berlin.

Our commitment to providing the very finest experience extends to all of our passengers, not only those in Premium cabins.

The new Economy Class seat – the rollout of which will begin in 2020 - will ensure that our passengers in Economy Class arrive at their destinations feeling rested and refreshed.

Our commitment to providing the very finest experience extends to all of our passengers, not only those in Premium cabins.”
Global Investments

We continued to invest in airlines with strong management that have forward thinking business practices and access to healthy markets. We do not seek a board seat or any management influence as these airlines are already successful and well run.

Such clear strategic thinking was epitomised in January 2019 when we announced our purchase of 5 percent of the total issued share capital of China Southern Airlines.

5% Purchase of the total share capital of China Southern Airlines

The airline is one of China’s aviation success stories and I am confident we will enjoy a long and fruitful relationship.

Such investment sits comfortably with our existing holdings in world-class operators such as LATAM, IAG and Cathay Pacific and I fully expect that 2019-20 will see Qatar Airways invest further.
Industry Leadership

I was honoured to assume the role of Chairman of the International Air Transport Association (IATA) in June 2018. Such recognition is a testament to the esteem in which our airline is held around the world and a tribute to our management and staff.

In February 2019, the IATA Diversity and Inclusion Awards were launched and I am very pleased that Qatar Airways were the exclusive sponsors for the inaugural competition and for its first three years. Ten million people work in the global aviation industry and it is important that such a large workforce reflect the diversity of the wider world.

It is vital that all of us in the industry promote and encourage diversity and inclusion to replicate wider society.

The aim of the awards is to recognise and celebrate the work being undertaken by our industry in this important area and they comprise of three distinct categories of leadership in diversity and inclusion.

The first will be awarded to the Inspirational Role Model - presented to a woman who holds a senior position within the industry who has made a significant impact on the aviation agenda through her strong contribution to business delivery, as well as her ongoing support of the gender diversity agenda.

The second category is the Young High Flyer, designed to recognise one of aviation’s women under 40 who has started to develop her career, and thought leadership in the industry through her inspirational work.

The final prize is the Diversity & Inclusion Team Award, formulated to recognise an airline that has seen a tangible change because of the work it has been doing in diversity and inclusion.
Bringing People Together Through Sport

Football has a special gift for bringing people together and as such, one of the undoubted highlights of 2018 was the FIFA World Cup in Russia.

As well as producing a feast of fantastic football, it was the first World Cup where Qatar Airways was FIFA’s Official Airline.

Proudly witnessing our cabin crew on the field at the conclusion of the exciting final between France and Croatia in Moscow was a seminal moment in our development and a vivid image of our long-standing commitment to sports sponsorship.

Our commitment to the beautiful game was far more than just what we did in Russia. Our sponsorship of some of the world’s greatest club sides not only means that our brand is seen in more countries than ever, it further cements Qatar’s role as a global hub for sport.
Welcoming the World to Doha

Almost as soon as the FIFA World Cup in Russia concluded, the world’s eyes turned to Qatar and the next competition, starting on 21 November 2022. It presents our nation with the opportunity to showcase Qatar in a way never previously afforded.

Millions of visitors will arrive into our country through our home and hub, Hamad International Airport. It is particularly pleasing that HIA has maintained its five-star status and titles as ‘Best Airport in the Middle East’ for the fifth consecutive year and ‘Best Staff Service in the Middle East’ for the fourth consecutive year by Skytrax World Airport Awards 2019.

To ensure our nation continues to harness the benefits of tourism, the formation of the Qatar National Tourism Council (QNTC) was announced in January 2019.

The Council brings together government and industry leaders to develop a long-term vision and strategy to make Doha a sustainable world-class tourism and conference destination.

“HIA has maintained its five-star status and title as ‘Best Airport in the Middle East’ for the fifth consecutive year.”

I was honoured to be asked to become Secretary General of the new Council and look forward to building an organisation that is a model of best practice and that plays an important role in attracting international tourists to Qatar, helping to further diversify our economy.
Taking Our Marketing to the Next Level

Our brand new marketing campaign, entitled “Like Never Before” was launched in January 2019.

Radically different to anything we have produced before, the centrepiece of the global campaign was a stunning film portraying one family’s journey with Qatar Airways. The fairy-tale voyage takes them from their flight through to the romantic streets of Paris, on to the vibrant ice-rink and parades of New York City, and the hustle and bustle of Hong Kong, before arriving at the comfort and serenity of the airline’s A380 lounge and the compelling mix of tradition and modernity of Doha - the family finally return to their Qsuite flatbed.

Director Ben Scott and a team of exceptional cinema professionals who had worked on blockbusters like Gladiator, Phantom of the Opera, ‘Star Wars Episode 2’ and ’Elizabeth’, shot the film and I am grateful for their incredible work.

The campaign was designed to symbolise everything at the heart of Qatar Airways’ brand values, as well as the pride we share in providing exceptional service to our passengers across the globe. It was a mark of how far we have come as an airline over these past 21 years.

“The World Like Never Before campaign was designed to symbolise everything at the heart of Qatar Airways’ brand values.”
Putting Corporate Social Responsibility at the Heart of All That We Do

If there is one thing that the current blockade has reinforced, it is my core belief in the vital role aviation plays in wider society. Yes, we connect people and foster economic prosperity, but Qatar Airways is much more than that. We are at the very centre of our community and at the cutting edge of environmental responsibility, staff wellness and effective philanthropic giving.

The fact that our aircraft are some of the youngest in the world is an important part of our commitment to the environment.

We take that commitment much further by supporting the industry’s climate change goals and optimising our fuel use to reduce carbon emissions. We remain compliant to the European Union’s Emissions Trading System, and have begun monitoring and reporting carbon emissions for the baseline year of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Furthermore, our new Economy Class proposition sees a significant increase in rotatable, recyclable and biodegradable products and reduction in single-use plastic.

Qatar Airways' longstanding zero tolerance policy towards the illegal trade in wildlife remains a guiding commitment and we have implemented measures to raise employee awareness by launching a bespoke e-learning package designed to familiarise employees with the impacts of wildlife crime, the common routes and methods used to smuggle...
wildlife, and how to report and respond to illegal activity. Likewise, we are steadfast in our work to prevent the scourge of human trafficking. In October 2018, Qatar Airways sponsored a national forum targeted at combatting human trafficking. Working in partnership with United Nations Office of the High Commissioner for Human Rights; IATA, ICAO, and Airline Ambassadors International, we are determined to help rid the world of this ugly, exploitative crime.

In October our Psychology department hosted a World Mental Health Day Forum for health professionals, promoting a programme of activities and events throughout the month designed to raise awareness of good mental health and wellbeing in the workplace.

During the year, we celebrated our fifth anniversary of supporting Educate A Child, a hugely important charity providing quality primary education to millions of out-of-school children.

Qatar Airways match all the funds donated on board by our passengers and we have introduced the option for our customers to donate on qatarairways.com upon reaching the payment page during the online flight booking process. Likewise, I am proud of our continuing support for the Orbis Flying Eye Hospital, a hugely important initiative that serves disadvantaged communities with its state-of-the-art flying medical facility, providing crucial eye care to people around the globe.

Closer to home, September saw the transfer of our very own Oryx International School in Doha to its new, purpose built campus at Mesaimeer. When I am looking to recruit the best people in the world to work for Qatar Airways, it is important for them and their families to have the best of everything. That we are able to offer the children of our employees a first-rate education in world-class facilities is crucial. Crucial for both me, as an employer, and for them as part of the Qatar Airways family.

The school is a statement to the world that Qatar Airways values its staff and their families.
Looking Forward to 2019-20

In conclusion, I look forward to 2019-20 with optimism and confidence.

I am optimistic that our growth will continue and that we will serve even more countries around the world. Our ambition has no limits and I want to be able to offer our award-winning services to millions of new customers.

I am also confident, whatever geo-political challenges lie in wait, that my country and our airline group has the ability to rise above the adversity, fight back against protectionism and continue to innovate.

“I am optimistic that our growth will continue and that we will serve even more countries around the world”.

Qatar Airways is still a young airline – just 21 years old. However, the achievements we have made in this short time stand as a tribute to the commitment, drive and perseverance of our staff and of our nation under its young ruler Sheikh Tamim bin Hamad Al Thani, to whom we dedicate our work.

His Excellency Mr. Akbar Al Baker
Qatar Airways Group Chief Executive
### Group Financial Results

#### Revenue and other operating income

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>48,158</td>
<td>42,235</td>
<td>39,387</td>
<td>35,681</td>
<td>34,187</td>
</tr>
</tbody>
</table>

#### Total assets

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>98,158</td>
<td>104,039</td>
<td>99,686</td>
<td>93,760</td>
<td>86,550</td>
</tr>
</tbody>
</table>

#### Employees

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>46,685</td>
<td>45,633</td>
<td>43,113</td>
<td>39,369</td>
<td>36,549</td>
</tr>
</tbody>
</table>

#### Cargo carried

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,452,000</td>
<td>1,359,203</td>
<td>1,153,825</td>
<td>954,191</td>
<td>764,324</td>
</tr>
</tbody>
</table>

#### Available seat kilometres

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>231,094</td>
<td>203,650</td>
<td>185,208</td>
<td>151,980</td>
<td>126,767</td>
</tr>
</tbody>
</table>

#### Number of aircraft

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>250</td>
<td>233</td>
<td>215</td>
<td>190</td>
<td>159</td>
</tr>
</tbody>
</table>
**Group Financial Results**

### Financial highlights

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2019</th>
<th>Fiscal 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue and other operating income QAR m</td>
<td>48,158</td>
<td>42,235</td>
</tr>
<tr>
<td>Operating loss QAR m</td>
<td>(1,850)</td>
<td>(26)</td>
</tr>
<tr>
<td>Operating margin %</td>
<td>(3.8)</td>
<td>(0.1)</td>
</tr>
<tr>
<td>Loss attributed to owner QAR m</td>
<td>(2,330)</td>
<td>(252)</td>
</tr>
<tr>
<td>Loss margin %</td>
<td>(4.8)</td>
<td>(0.6)</td>
</tr>
<tr>
<td>EBITDA QAR m</td>
<td>8,820</td>
<td>9,714</td>
</tr>
<tr>
<td>EBITDA margin %</td>
<td>18.3</td>
<td>23.0</td>
</tr>
<tr>
<td>Total assets QAR m</td>
<td>98,158</td>
<td>104,039</td>
</tr>
<tr>
<td>Cash assets QAR m</td>
<td>7,890</td>
<td>13,312</td>
</tr>
<tr>
<td>Debt to equity ratio</td>
<td>0.36:1</td>
<td>0.32:1</td>
</tr>
<tr>
<td>Employees Employee numbers at fiscal end</td>
<td>46,685</td>
<td>45,633</td>
</tr>
</tbody>
</table>

### Airline operating statistics

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2019</th>
<th>Fiscal 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passengers carried Number ‘000</td>
<td>29,484</td>
<td>29,162</td>
</tr>
<tr>
<td>Cargo carried Tonnes</td>
<td>1,452,000</td>
<td>1,359,203</td>
</tr>
<tr>
<td>Available seat kilometres Million</td>
<td>231,094</td>
<td>203,650</td>
</tr>
</tbody>
</table>

*To access the full financial results please visit [qatarairways.com/fy1819report](http://qatarairways.com/fy1819report)*
Qatar Airways Group is wholly-owned by the State of Qatar.

**Qatar Airways**
Qatar Airways, the commercial airline operation within the Group.

**Dhiafatina Hotels**
Dhiafatina is the Group’s hotel and spa management arm. Qatar Airways Group owns or operates six world-class hotels in Edinburgh, London, Doha, Melbourne and Switzerland. Dhiafatina also operates the Vitality Spa at HIA.

**Qatar Airways Cargo**
Qatar Airways Cargo is the world’s second largest international cargo carrier, delivering quality air freight solutions and connecting businesses to more than 170 destinations.

**Qatar Executive**
Qatar Executive is Qatar Airways Group’s corporate jet division based at Doha International Airport, offering luxury jet services for worldwide charter on board the operator’s wholly owned business jet fleet.

**Qatar Duty Free**
Qatar Duty Free (QDF) operates the retail and Food & Beverage experience at HIA. QDF also operates Qatar Airways’ in-flight duty free programme.
QDC Qatar Distribution Company is Qatar’s only licensed retail beverage distributor.

QAS, Qatar Aviation Services, provides all ground handling services at HIA for all commercial, private and cargo operators.

Al Maha Services provides meet-and-greet services and expedited security services for customers utilising HIA.

Qatar Airways Internal Media Services manages the portfolio of advertising opportunities across the Qatar Airways Group including Hamad International Airport, Qatar Airways and Qatar Executive.

QACC Qatar Aircraft Catering Company (QACC) is one of the largest single catering facilities in the world, providing catering for all Qatar Airways’ flights, lounges and staff cafeterias, producing more than 175,000 five-star meals per day.

Discover Qatar is the destination management division of Qatar Airways and proud partner of the Qatar National Tourism Council. Through partnerships with other outstanding individuals and organisations, Discover Qatar’s task is to advance Qatar as a premium tourist destination.
Network Expansion

Connecting Doha to the World

Qatar Airways continued the expansion of our global route network in 2018/19, increasing our presence around the globe and providing our passengers with an even greater choice of exciting destinations to experience. The amplification of our route network is at the heart of our business and is what drives our growth as an airline.

Qatar Airways added 11 new destinations to our global route map in 2018-19, extending our presence in Europe, whilst also launching new destinations in Africa, Asia and the Middle East. 2018 saw a significant increase in our presence in the United Kingdom as we launched direct daily services to Cardiff, becoming the first Gulf carrier to serve the Welsh capital and opening up options for passengers in the west and south-west of England. Qatar Airways also began direct services to London Gatwick in May 2018, raising our total number of U.K. gateways to six. Services to Manchester also increased from 16 to 18 per week. In December 2018, we were delighted to launch five-times weekly services to Gothenburg, Sweden, our second Swedish gateway after Stockholm, providing passengers with enhanced connectivity to the Nordic countries.

“Qatar Airways added 11 new destinations to our global route map in 2018-19.”
We also increased frequencies to many in-demand destinations throughout our European network, including Madrid (14 to 21 per week), Barcelona (14 to 18 per week), Rome (17 to 21 per week), Zurich (11 to 14 per week), Vienna (12 to 14 per week), and Istanbul (10 to 14 per week).

2019 will see us further augment our presence in Europe, with the launch of operations to Lisbon, Portugal; Valletta, Malta; and Izmir, Turkey. In addition, several seasonal destinations first launched in 2018 were confirmed as returning to the network in summer 2019: Mykonos, Greece; Bodrum and Antalya, Turkey; and Málaga, Spain. December 2018 saw the launch of direct services to Da Nang, Vietnam, our third Vietnamese gateway after Ho Chi Minh City and Hanoi. We also increased frequencies to Penang, Malaysia (3 to 4 per week) and Manila, Philippines (17 to 18 per week). The Asia-Pacific region will see further growth in 2019, with the launch of operations to Davao, Philippines and Langkawi, Malaysia.
Fleet Expansion

With an average aircraft age of under five years, our state-of-the-art fleet continues to be one of the youngest and most modern in the industry. We receive a new aircraft on average every 13.5 days, enabling us to continue our aggressive route expansion strategy and provide our passengers with increased connectivity across the globe.

In the last financial year, our fleet continued to make headlines. We added 25 new aircraft to our fleet and we proudly welcomed our 250\textsuperscript{th} aircraft. Our current fleet is made up of 203 passenger aircraft, 25 Cargo and 22 Qatar Executive jets (as of 31 March 2019). In addition, the Group has sub-leased eight aircraft to Air Italy. Our customers are our number one priority, which is why every detail in the design of our aircraft is taken into consideration in order to deliver a superior customer experience and why we continue to provide our passengers with the most technologically advanced, new generation aircraft. It is also why Qatar Airways has a hard-earned reputation for delivering unprecedented customer comfort and safety.

“We acquired 25 new aircraft to our fleet and we proudly welcomed our 250\textsuperscript{th} aircraft.”
Following the delivery of the world’s first Airbus A350-1000 – the world’s most technologically advanced aircraft and the first Airbus aircraft to be fitted with Qatar Airways’ revolutionary Qsuite Business Class seat – the airline has taken delivery of 17 A350 aircraft (11 A350-900 and 6 A350-1000) from the total order of 76 A350 XWBs.

In the last financial year, Qsuite was launched to 22 new destinations including Chicago, Frankfurt, Shanghai, Sydney, Tokyo-Narita, Dallas Fort Worth and Beijing.

As well as the delivery of the A350 aircraft, we took delivery of an additional seven Boeing 777-300ER and one more Airbus A380 aircraft, boosting our long-haul service capability and putting us in a leading position for increasing our network in the coming years.

Our cargo fleet has also benefitted from the addition of three Boeing 777F this financial year. These new aircraft have enhanced Qatar Airways Cargo’s capability tremendously making it extremely well equipped to cater for the growing demand for freighter services from our cargo clientele. This rapidly expanding, and highly successful, division of the Qatar Airways Group is the world’s second largest international cargo carrier and remains committed to delivering world-class freight services across the globe.

In addition, we announced we would convert 10 of our Airbus A321neo order to the A321LR, a longer range variant, this change will allow Doha to connect with ‘new growing markets’ with the first of the 10 aircraft due for delivery in 2020.

The airline continued to roll out Super Wi-Fi on its 777 and A350 fleet and is the first airline in the Middle East and North Africa region to have invested in the technology to provide this quality of service for passengers.

With more than 300 aircraft worth more than USD85 billion still on order (including options and Letters of Intent) our fleet and network continues to go from strength to strength.
The portfolio and investment strategy of the Qatar Airways Group continued to advance and diversify in 2018-19. Such development underpins the long-term sustainability of the Group for our current and future employees, whilst at the same time fulfils its objective in line with Qatar’s 2030 vision of sustainable development. The Group has built upon existing investments in the airline with strong management that has forward-thinking business practices and access to healthy markets. As such, we have an increasing global footprint through our interest in some of the world’s most respected and recognisable airlines. As part of its strategy to invest in the strongest airlines around the world and continue enhancing operations and network connectivity, Qatar Airways Group Q.C.S.C. bought an on-market purchase of certain A shares and H shares of China Southern Airlines Company Limited (“China Southern Airlines”). This investment resulted in an aggregate holding of approximately

“Qatar Airways Group will create a credible and sustainable alternative for the people of China and global travellers to and from China.”
5 per cent of the total issued share capital of China Southern Airlines, as at December 2018.

Qatar Airways regards our shareholding in China Southern Airlines as an important part of its strategic investment in the largest airline in one of the world’s fastest growing aviation markets.

The deal further supported Qatar Airways’ investment strategy that already includes stake in International Airlines Group (IAG), Cathay Pacific, LATAM Airlines Group, Air Italy and JetSuite.

China Southern Airlines is one of the most prestigious airlines in the Chinese domestic market and an important market player in the world, with significant potential for cooperation in the future.

Given the complementary strengths and resources of both China Southern Airlines and Qatar Airways, there are opportunities for each airline to work together and build a long-term relationship in ways that would bring benefits to customers of both airlines.

Through this investment, the Qatar Airways Group will create a credible and sustainable alternative for the people of China and global travellers to and from China, with high quality and affordable scheduled services in the domestic, regional and intercontinental segments.
Product Development

Year-on-year, Qatar Airways excels in innovation as part of its commitment to its passengers, who rightly expect a state-of-the-art and refined product. 2019 saw the unveiling of Qatar Airways’ new Economy Class experience, featuring a world-class seat with an innovative 19-degree recline system, additional legroom, dual trays, 13.3-inch 4K widescreens and type ‘C’ fast charging USB port. This bespoke product was revealed at ITB Berlin in March, where we also showcased our new in-flight dining experience, Quisine. Quisine redefines Economy Class service, with all new retail-style tableware, a menu offering more choices, 25 per cent larger main courses, 20 per cent larger appetisers, and 50 per cent larger desserts.

We have also committed to the use of more environmentally friendly products, and as such, the new Economy Class proposition sees a significant increase in rotatable, recyclable and biodegradable products, and reduction in single-use plastic. The new Economy Class experience also offers passengers improved connectivity, including up to 10 times faster broadband, as well as more than 4,000 entertainment options on Qatar Airways’ Oryx One in-flight entertainment system.

“New Economy Class experience, featuring a world-class seat with an innovative 19-degree recline system, dual trays, 13.3-inch 4K widescreens and type ‘C’ fast charging USB port.”
Qatar Airways ensures that its product enhancement scheme is aligned throughout the Group. As such, the following developments have been integrated into the Qatar Airways Group during 2018-19:

Qatar Airways became the first airline to launch GlobalBeacon, a key product solution that provides the airline with global, real-time flight tracking, further enhancing passenger safety. With minute-by-minute position updates for all aircraft at all times, anywhere in the world, this innovative technology feeds directly into our Integrated Operations Centre (IOC).

Oryx One, the airline’s in-flight entertainment system, has become the first in the world to feature premium celebrity, style and lifestyle content offered by the globally renowned fashion brands GQ and Vogue. The TV section of our Oryx One in-flight entertainment system is the first in the industry to feature episodes from a selection of short-form content from GQ and Vogue, which is also available on the digital platforms of the two popular Condé Nast brands.

Premium customers are now able to enjoy a new dining experience on board, with newly designed tableware, in-flight dining menus, cutlery and chinaware. Regional influences are heavily featured within the menu design process, which now sees the inclusion of new signature dishes to the in-flight menu based on route destinations. For instance, porcini and truffle risotto are new signature dishes offered on flights between Doha and Italy.

Discover Qatar, the destination management subsidiary division of Qatar Airways Group, launched a digital transformation project that enables global tour operators and travel companies to connect directly to Qatar’s broad range of suppliers, hotels and services in real time. Discover Qatar is the first Destination Management Company in the region to use this unique technology platform, which aims to increase global travel reach and operational efficiency using technology to create a global marketplace for Qatar.
Hotels

Dhiafatina for Hotels (also known as Dhiafatina) is a wholly-owned subsidiary of the Qatar Airways Group. Dhiafatina is an Arabic word meaning “Our Hospitality”, which represents the Qatar Airways Group’s expansion into the hospitality business to include hotels, spa management and other services.

This subsidiary of Qatar Airways Group was established in 2010, and has a portfolio of distinguished establishments and hotel properties that have been acquired to complement Qatar Airways’ global strategy of growth for the future. The vision for Dhiafatina is to own four- and five-star hotels in strategic key markets for Qatar Airways. Today, Dhiafatina has 1,700 hotel rooms and over 1,000 hotel staff in five countries. The first property to join Dhiafatina was the Oryx Rotana in Doha, which has been owned by Qatar Airways since 2010, and is operated by Rotana Hotels with the award-winning Al Nafoura Garden and terrace. Oryx Airport Hotel located at Hamad International Airport (HIA), which opened in 2014, is also operated by Dhiafatina.

Dhiafatina has a strong presence in Europe with three properties in its portfolio. The Sheraton

“All hotels acquired by Dhiafatina are hand-picked to extend the excellent service our passengers receive, both in the air and once they arrive at their destination.”

1,700
Hotel rooms

1,000
Hotel staff in five countries
Skyline, at Heathrow Airport in London, was acquired in 2014 and was named to the CVENT top 25 UK Meetings Hotels in 2018 and awarded the Green Key certificate, the leading international eco-label for tourism facilities.

The Novotel Edinburgh Park was acquired in 2015 and features modern interiors and a convenient location for business and leisure travellers to Edinburgh. The hotel group also acquired a prominent hotel in Switzerland in 2016 that further expanded its presence in Europe. These properties are wholly owned by Dhiafatina.

In October 2017, Dhiafatina acquired the Sheraton Melbourne Hotel, further expanding the growing portfolio of the Qatar Airways Group hospitality division. With 174 modern rooms and suites, ‘The Spa’, featuring five treatment rooms, an indoor heated lap pool and a full fitness centre, along with meetings and events space, the elegant five-star Sheraton Melbourne is ideally situated downtown, near to theatres, Parliament and the CBD. This makes it suitable for guests choosing a city break or for business travellers who are attending one of Melbourne’s many events and exhibitions. Dhiafatina’s portfolio continues to grow and more exciting hotel opportunities are in the pipeline.

All hotels acquired by Dhiafatina are hand-picked to extend the excellent service our passengers receive, both in the air and once they arrive at their destination.
Integrated Operations Centre

Qatar Airways Integrated Operations Centre (IOC) maintains schedule integrity and maximises customer experience ensuring all Qatar Airways flights operate safely, and securely, under Company Policies and Procedures and Qatar Civil Aviation Regulations.

IOC manages an average of 549 daily flights to more than 160 destinations 24/7, 365 days a year and accomplishes its target of 90 per cent On-Time-Performance through optimal scheduling and real-time interdepartmental collaborative decision-making. In the event of disruptions, such as weather, technical, medical occurrences or airspace restrictions, IOC Network Controllers interact with the IOC partners, for example Crew Control, Maintenance, Security, Catering, Social Media, Cargo and Ground Services, to optimise the decision making process, reduce the impact of the occurrence in the operation and, consequently, the customer experience.

Together with Qatar Airways operations, during 2018-19 IOC also managed wet-lease operations for British Airways, Air France, Air Italy, Middle East Airlines and Kuwait Airways. In order to enhance and optimise resource management, aircraft and crew, IOC has led the way to create a single software system to integrate several different operational functions in one platform such as fleet and crew management, Airport and Permission Management. The system, Total Operations Software, (TOPS), has been developed in-house.

Several new technologies were added to the system in 2018, such as the Operational Event Manager, the Business Disruption Cost Model and the Direct Cost Model, which enables standardisation, data collection and more cost effective operational decisions.

The strategy is to collaborate with market leaders in the development of Artificial Intelligence, in order to build the ultimate disruption management tool.

This tool will calculate optimal recovery solutions for disruption events, by analysing substantial amounts of data. 

“During 2018-19, the IOC also managed wet-lease operations for British Airways, Air France, Air Italy, Middle East Airlines and Kuwait Airways.”
of data and applying algorithms relevant to the resolution of each type of disruption.

In terms of intellectual capital, the IOC has more than 200 dedicated specialised personnel undertaking continuous training programmes in areas such as aircraft performance, crew resource management, dangerous goods regulations, safety awareness, leadership and decision-making. IOC staff undergo a high-pressure four-hour simulated disruption scenario training session every three months, where training requirements are assessed.

The IOC will continue to modernise and upgrade all systems and staff competencies in order to effectively handle the increasing scale and complexity of our airline operations.
Global Sponsorships

We are proud of our wide-ranging sponsorship portfolio and in the last financial year we continued to enhance our sponsorships on a local and global level, leveraging our partnerships for promotional, brand and marketing platforms.

Sport continues to be a key pillar for Qatar Airways in line with the Qatar National Vision 2030, with the goal of utilising sports as a means of bringing people and communities together from all corners of the globe. In the last financial year we signed a record-number of sporting sponsorships with top-tier teams, further cementing Qatar’s role as a global centre for sport. In April, Qatar Airways signed a multi-year partnership agreement with Italian football club AS Roma, further strengthening the award-winning airline’s commitment to Italy. The deal, the largest ever signed by the club, sees Qatar Airways become AS Roma’s Main Global Partner, with the airline’s logo to adorn the team’s shirts through the 2020/21 season.

In May, Qatar Airways became the Official Jersey Sponsor of the world-renowned Argentinian football club Boca Juniors through to the 2022/23 season. This new partnership further strengthens

“Sport continues to be a key pillar for Qatar Airways in line with the Qatar National Vision 2030.”
Qatar Airways’ global partnership portfolio and will see the airline’s logo proudly appear on the club’s jerseys, allowing the Qatar Airways brand to be seen by millions of football fans around the world.

In July, a five-season deal with leading German football team Bayern München AG commenced. Under the agreement the airline will be a Bayern München AG platinum partner until June 2023, and with the airline’s logo adorning the shirt sleeves of Germany’s most successful team.

In August Qatar Airways was proud to be the Prestige Partner and Official Airline of the 18th Asian Games in Jakarta and Palembang, Indonesia, an event that celebrates the unity of cultures and the power of sport to bring people together.

In October, Qatar Airways became the Official Global Airline Partner of the NBA’s Brooklyn Nets and the team’s home, Barclays Center, the Brooklyn, New York, venue that hosts many of the world’s most exciting entertainment and sporting events. This marks the first major partnership between the airline and an NBA team or venue.

Qatar Airways became AS Roma’s Main Global Partner through till the 2020/21 season, further strengthening the airline’s commitment to Italy.

Qatar Airways became the Official Jersey Sponsor of the world-renowned Argentinian football club Boca Juniors through the 2022/23 season.

Qatar Airways agreed a five-season deal with Bayern München AG to be a platinum partner until June 2023.

Qatar Airways became the Official Global Airline Partner of the Brooklyn Nets and the Barclays Center, the team’s home.

Qatar Airways has been the Official Airline Partner of Al Sadd SC since 2017.
In addition, in October 2018 Qatar Airways also became Official Global Airline Partner of The South American Football Confederation (CONMEBOL), adding another strong sporting partnership to its expanding portfolio. As part of the agreement, Qatar Airways will be the sponsor of CONMEBOL’s professional football club competitions, the Copa Libertadores and Copa Sudamericana for the next 4.5 years, with immediate effect until 2022.

Qatar Airways Group’s long-term sponsorship as an Official Partner and the Official Airline of FIFA represents one of the biggest sporting sponsorships in the world, and the largest in the history of Qatar Airways.

The sponsorship will cover all the major FIFA tournaments up until and including the 2022 FIFA World Cup Qatar™, including the FIFA Women’s World Cup in France, giving Qatar Airways exposure to the expected audience of more than two billion people.

This follows Qatar Airways role as as the Official Partner and Official Airline of FIFA, bringing football fans from around the world to Russia for the 2018 FIFA World Cup Russia™, one of the most highly-anticipated events on the global sports calendar.

The Qatar Airways Group also continued its high-profile sporting sponsorships in Doha itself throughout the year, celebrating as Official Airline Partner and Retail Sponsor of both the men’s Qatar ExxonMobil Open and the women’s Qatar Total Open, Qatar Tennis Federation Tournaments.

“In the last financial year we signed a record-number of sporting sponsorships with top-tier teams, further cementing Qatar’s role as a global centre for sport.”
attracting many of the world’s top tennis players, who compete for the championship trophy. Aside from sporting events around the world, the Group has also continued its support over the last financial year with regard to targeted regional and country-specific sponsorships, and corporate and social responsibility activities, such as the Educate a Child initiative, Save the Dream, Children’s Brain Tumor Foundation, Qatar Charity and Qatar Red Crescent.

Closer to home, Qatar Airways also sponsored a number of local initiatives, including KidzMondo, Amir Sword Festival, Qatar Cricket Tournament, Kidzania Qatar, Katara European Jazz Festival, Doha Jewellery and Watches Exhibition and Qatar International Food Festival.

“Qatar Airways Group’s long-term sponsorship as an official partner and the official airline of FIFA represents one of the biggest sporting sponsorships in the world.”
Investing in Our Staff

The Qatar Airways brand is known and admired across the globe for its five-star standard of service and operations, and with more than 46,000 employees from over 150 nationalities – it is our people who are firmly at the forefront of the airline's success.

Our mission to achieve ‘Excellence in everything we do’ is the cornerstone of our work philosophy and we strive to uphold Qatar Airways’ company values in everything we do. This is also driven by our unwavering endorsement of the central themes of the Qatar National Vision 2030, and nowhere is this philosophy more evident than our pride and investment in our employees.

The Internal Communications and Employee Engagement team promoted several health, wellness and corporate social responsibility (CSR) initiatives during 2018, that have helped employees embark on a path to better health. The resounding success of the internal CSR projects such as our annual Autism Awareness Campaign, Breast Cancer Charity Bazaar, Mental Health Awareness

“Our mission to achieve ‘Excellence in Everything We Do’ is the cornerstone of our work philosophy.”

46,685
Employees

150
Nationalities
Initiative and Human Trafficking Seminar was overwhelmingly supported by Qatar Airways employees and the management team, receiving appreciation, coverage and recognition globally.

In addition, several innovative employee engagement activities covering culture, sports as well as health and wellness programmes were organised during the year that greatly benefited our employees both in Doha and in our overseas offices.

Over the last 12 months, we have not only continued to expand our family at the heart of our operations in Doha – over 760 new staff members have also received a warm welcome at more than 160 Qatar Airways outstations across the globe.

To support the growth of this burgeoning family, we have introduced a variety of best-in-class practices for our recruitment function, as well as innovating and strengthening our employee services capabilities with the introduction of an enhanced onboarding process, smoother HR administration and systems functioning.

The blueprint for our internal performance management process has evolved from an annual review process into a robust year-round performance management and capability building practice. This has been driven, in no small part, by the dedication and commitment of employees at all levels. As a result, Qatar Airways was named ‘Best Employer Brand’ and ‘Best Recruiter’ in the LinkedIn Talent Awards for the second consecutive year in 2018.

In addition to this, the ever-growing and highly-successful flagship Al Darb Qatarisation Programme has continued to go from strength-to-strength over the course of the year. Al Darb – which translates to ‘The Pathway’ in English – is an initiative that encourages young Qatari Nationals to develop themselves and their country through the national airline.

Launched as part of Qatar Airways’ commitment to supporting the Qatar National Vision 2030, Al Darb offers tremendous benefits and opportunities at a variety of different levels within the Qatar Airways Group, allowing Nationals to receive a wide range of experience across the business.

We currently have 825 nationals in the Al Darb programme and the number is constantly growing. Al Darb Qatarisation programme aims to provide a catered career development plan for each individual that enables them to succeed within the Qatar Airways Group.

As a testament to the strength of this programme, Al Darb representatives were invited to attend the Second Qatari Students Forum, held in Los Angeles in November 2018, providing scholarship opportunities and vital information for nationals studying in the USA – this was in addition to participating in several careers events around Qatar.

Al Darb’s Cadet Pilot Programme also welcomed 200 applicants during 2018, all of which experienced direct exposure to the airline’s new state-of-the-art Pilot Training Facility – one of several key talent development initiatives integrating the latest learning trends,
methodologies and technology into Qatar Airways’ learning strategy.

This has included partnering with the International Air Transport Association (IATA) for the launch of the RampVR ground operations tool, and industry leaders, Rolls-Royce, to co-develop a unique specialised training programme for engineers, ‘Innovation for Leaders’, as well as an annual training course for Nationals in Derby, U.K.

“Qatar Airways was named ‘Best Employer Brand’ and ‘Best Recruiter’ in the LinkedIn Talent Awards for the second consecutive year in 2018.”
Qatar Airways Cargo

Qatar Airways Cargo is the world's second biggest cargo operator (measured by global share as of 31 March 2019). The rapid growth of the business means it is now a significant contributor to the overall bottom line success of the airline.

Embracing its new tagline “Moved by people” launched in June 2018, Qatar Airways Cargo positions itself as the carrier of choice and saw volumes increase by 6.8 per cent compared to 2017-18. Freight tonnage handled has increased year-on-year since 2008, rising to an unprecedented 1,452,000 tonnes of cargo transported over the last financial year. Freighter flight movements grew at 16.9 per cent Compound Annual Growth Rate (CAGR) over the last three years. The carrier’s freighter fleet has grown during 2018-19 with three new state-of-the-art Boeing 777 freighters.

Qatar Airways Cargo will be receiving five additional Boeing 777 freighters by the end of 2019, the airline’s total freighter fleet count will increase to 28 freighters. This comprises of two Boeing 747-8, 21 Boeing 777 and five Airbus A330 freighters.

“With the founding of the cargo carrier’s new vision, mission and its five year Goal22 strategy, Qatar Airways Cargo is on the path of growth and success in the coming years.”
The launch of transpacific freighter services from Macau to North America in October 2018 enhanced the capabilities of the business, allowing customers in China to ship their cargo directly to the USA and Mexico over the Pacific, significantly reducing air transport time. As well as Macau, freighter services were launched to Guadalajara and Almaty, greatly extending the carrier’s reach.

Given the speed of growth, innovation and new business it is not surprising that the carrier won a number of accolades during 2018-19, most notably Air Cargo Excellence Platinum Award (over 1 million tonne category), Global Air Cargo Airline of the Year at the Air Cargo Africa 2019 and Best Air Cargo Carrier (Middle East) by Asian Freight Logistics & Supply Chain Awards.

Qatar Airways Cargo is one of the few carriers certified with ISO 9001:2015 awarded for enhancements in organisation processes, continual improvement in achieving a high-level of efficiency and quality service to customers and contributions to the air cargo industry. Qatar Airways Cargo has made significant investment in automation and digitalisation, allowing it to greatly improve and enhance the customer experience. By way of example, it became the first in the world to fully automate its mail management system, a major enhancement to its product, QR Mail.

With the founding of the cargo carrier’s new vision and its five-year Goal22 strategy, Qatar Airways Cargo is confident of sustained growth in the coming years.
Qatar Aviation Services

Qatar Aviation Services (QAS) is an award-winning, premier ground handling organisation headquartered at Hamad International Airport (HIA), the home and hub of Qatar Airways in Doha, the State of Qatar.

As the sole ground handling company at HIA, QAS provides a seamless, 24/7 operation, which surpasses standard ground handling services and has established the company as an industry leader.

Established in 2000, QAS provides premium, end-to-end ground services to: international airlines; Heads of State and VVIPs; private fleets; executive charter flights and cargo operators.

The multi-national QAS team of more than 8,000 highly-skilled employees from in excess of 50 countries, is dedicated to fulfilling the total passenger and cargo requirements of the airport and airline customers.

QAS provides premium, end-to-end ground services to: international airlines; Heads of State and VVIPs; private fleets; executive charter flights and cargo operators.
QAS’s outstanding success and its customers’ satisfaction can be attributed to the team’s training and skill level. QAS’s 24/7 operation is vital to the state-of-the-art airport’s smooth running, delivering solutions for a seamless passenger experience from curb-side to boarding-gate, for all foreign airlines, as well as the ever-expanding cargo facility.

QAS is ISAGO, ISO 9001 certified; is an RA3 (Regulated Agent); and is a member of the IATA Ground Handling Partnership, proactively participating in various IATA technical groups such as IATA Ground Operations Manual, Load Control & Messaging, Ground Service Equipment & Environment and Airside Safety Group.

These groups implement recommendations to improve and enhance safety standards in the aviation industry. Serving more than 34 million passengers annually, the ground handling provider handled more than 220,000 flights in 2018-19, delivering an On-Time Performance rate of above 99.15 per cent, as well as meeting the special assistance needs of 750,000 passengers.

The QAS team also handled more than 45 million pieces of baggage, with a mis-handling rate of 0.90 per cent per 1,000 passengers – resulting in the production of more than 136,000 load sheets safely.

QAS is proud to have achieved an efficient on-time delivery of cargo, which exceeds 2.2 million tons per year and has an average growth rate of 15 per cent per annum.

On the ramp, the QAS team maintained an operational capability of more than 94 per cent for 1,400 motorised and more than 4,000 non-motorised items of ground service equipment.

QAS’s commitment to lead the industry in the delivery of sustainable ground handling services and to building effective partnership with our valued customers, will remain as the foundation of our business expansion globally.
Qatar Airways first announced the formation of a corporate jet division – Qatar Executive – at the Paris Air Show in 2009. The private jet division was launched as part of the airline’s ongoing robust global growth strategy, and continued commitment to the Middle East and international business travel community.

Operating out of Doha International Airport (DIA), luxury jet services, including VVIP charter on demand, are available for worldwide charter on board the operator’s wholly-owned business jet fleet.

As of 31 March 2019, the Qatar Executive fleet comprised of five Gulfstream G650ERs, three Gulfstream G500s, three Bombardier Challenger 605s, four Global 5000s and one Global XRS. Qatar Executive also manages six aircraft on behalf of the Amiri fleet, these aircraft are not permitted for charter.
Qatar Executive took delivery of its latest G500 in February 2019 and is the world’s first commercial service operator of the Gulfstream G500 jet.

The G500 jets are one of the fastest and most advanced aircraft types in the Qatar Executive fleet.

The state-of-the-art jet sets a new industry benchmark by offering one of the quietest cabins, as well as having the best cabin altitude pressure, allowing for unparalleled passenger comfort.

The G500 is powered by the next generation Pratt & Whitney Canada PW800 engines, optimised for high-altitude, fast and long-range jets.

In addition to being one of the most efficient jets in the industry, the aircraft’s remarkable range makes it capable of travelling non-stop from Istanbul to Cape Town; Los Angeles to London; and San Francisco to Tokyo.

The cabin contains the most advanced technology, including satellite communications, high-speed internet, the Oryx One entertainment system, wireless Local Area Network and Gulfstream’s Cabin Management System, which allows passengers to use their own personal electronic devices to control audio, video, lighting, temperature, window shades and other cabin functions.

Qatar Executive’s service portfolio includes aircraft management, airliner charter, and maintenance and FBO services. In 2019, an additional four G500s and one G650ER are expected to join the fleet.

“Qatar Airways first announced the formation of a corporate jet division – Qatar Executive – at the Paris Air Show in 2009.”
“In 2019, an additional four G500s and one G650ER are expected to join the fleet.”

14% increase in flying hours

33% increase in fleet (3 aircraft added in Q4 2018-19)

12% increase in missions completed

27% increase in charter revenue
Discover Qatar is the Destination Management Company of Qatar Airways.

Its mission is to create and deliver unique and unforgettable experiences of Qatar, served up through exclusive offerings, a constant focus on quality and always with a customer-first approach and to operate with a focus on sustainability, ensuring full respect to the heritage and culture of the country as well as to our stakeholders and broader community.

These experiences are offered to the world through their Business-to-Business portals and on their direct consumer platform: discoverqatar.qa. Discover Qatar provides a unique interface between global audiences and Qatar as a destination through its access to Qatar Airways’ communication and distribution channels.

Discover Qatar has contracts with over 25 major tour operator partners selling Doha as a destination in key global markets. In addition to

“Discover Qatar provides a unique stopover programme, which has serviced over 120,000 stopover customers since its inauguration.”
that, Discover Qatar provided access for over 2,000 tour operators and travel agencies globally to a booking portal where they can book unique and unforgettable experiences in Qatar. Discover Qatar contracts Qatar’s four and five-star properties, offering customers exceptional value for their stay.

Discover Qatar also provides a unique stopover program, which has serviced over 120,000 stopover customers since its inauguration. Making use of the visa-free entry for travellers from more than 80 countries, the new Qatar Stopover programme provides Qatar Airways passengers with a chance to spend up to four nights in Qatar at attractive hotel prices.

Finally, Discover Qatar offers customers transiting for more than six hours a chance to explore Qatar through its transit tour programme ranging from desert to city experiences. Over 150,000 transit passengers have enjoyed Discover Qatar transit tours over the last three years.

Discover Qatar has provided customers with over 70,000 tours and excursions, and over 60,000 room nights. Its key markets include North, South and West Europe, Russia & CIS, North America,
Discover Qatar offers services governed by the quality and safety standards of Qatar Airways. Discover Qatar also aims to be a leader in desert experiences through the development of a unique product and experiences suite.

“Discover Qatar offers customers transiting for more than six hours a chance to explore Qatar through its transit tour programme ranging from desert to city.”
Qatar Duty Free

Qatar Duty Free (QDF) operates the retail at Hamad International Airport (HIA) and in hotels in downtown Doha. A visionary retail and dining experience, QDF offers an unprecedented selection of tailored shopping and dining concepts that appeal to every passenger and all budgets.

One of the largest duty free offers in the world, QDF boasts more than 90 retail outlets, as well as more than 30 restaurants and cafés covering an area of 40,000 square metres at HIA.

QDF collaborates with the Qatar Airways Group and brand partners to deliver exclusives and firsts in travel retail.


“QDF offers an unprecedented selection of tailored shopping and dining concepts that appeal to every passenger and all budgets.”

40,000
square metres of retail outlet
Other store openings in 2018 included Tiffany & Co., TUMI, a Samsung Experience Zone and a luxury Aigner space.

In January 2019, the travel retailer created the first ever Qatar Airways Travel Boutique, a shop dedicated to the airline's collectables and branded travel essentials.

In March 2019, Qatar Duty Free partnered with the Qatari fragrance brand, Al Jazeera Perfumes, to open its first airport branch featuring a collection of Middle Eastern and Parisian fragrances.

QDF was named ‘Airport Retailer of the Year’ at the 2018 DFNI Global Awards. The leading travel retailer was also recognised at the PAX International Readership Awards 2018, when Qatar Airways won Middle East ‘Best In-Flight Duty Free Program’ and was acknowledged as an industry leader for its outstanding in-flight duty free service.

The QDF customer experience contributed to HIA winning ‘The World’s Fifth Best Airport for Shopping,’ 2019 Skytrax award; ‘Best Staff Service in the Middle East’ and ‘Best Airport in the Middle East’ title for the fourth and fifth consecutive years respectively. As one of the Middle East’s most outstanding success stories, recognised globally for delivering sustained growth and advancing the airport retail industry, QDF’s continuous innovation, agility and offerings in changing sales environments has enabled the leading duty free retailer to continue to deliver outstanding results.

“In March 2019, QDF partnered with the Qatari fragrance brand, Al Jazeera Perfumes, to open its first airport branch featuring a collection of Middle Eastern and Parisian fragrances.”
Qatar Aircraft Catering Company

Qatar Aircraft Catering Company (QACC) proudly celebrated 16 years as a world-class supplier of airline catering services and Qatar Airways Group’s exclusive airline catering company in 2018.

Originally based in a small unit at the former Doha International Airport (DIA) in 2002, QACC now employs more than 3,200 employees and occupies a purpose-built 69,000 square metre state-of-the-art facility at Hamad International Airport (HIA) – supplying more than 175,000 meals, from over 60 international cuisines on a daily basis.

The award-winning team now caters to a total of 278 Qatar Airways flights around the globe, in addition to providing exceptional quality in-flight cuisine for nine other international airlines. This enables QACC to cater for every airline flying via HIA, as well as for all 16 Premium airport lounges at HIA and all airport employees.

“The award-winning team now caters to a total of 278 Qatar Airways flights around the globe.”
The ultramodern catering facility is fitted with the latest in food preparation technology, including an in-built monorail system and automated delivery system, to ensure the highest quality of catering services and product delivery.

With an average of 36,820 kilograms of food served daily – including more than 75,000 pieces of bread, 28,000 litres of juice and 40,000 pieces of chocolate – QACC’s executive chefs spend hours refining dishes in a fully-equipped in-house development kitchen to ensure that each product delivered satisfies the high standard of our passengers. In the last two years alone, QACC has successfully attained a host of global professional accreditation standards with the International Organisation for Standardisation, including the ISO 22000 Food Safety Management and ISO 9001 Quality Management System accreditation.

In addition to this, QACC’s list of services has expanded to meet today’s technology, including retail and social media, whilst continuing to push the boundaries of airline catering services to align with Qatar Airways’ five-star reputation.

“The ultra-modern catering facility is fitted with the latest in food preparation technology, including an in-built monorail system and automated delivery.”
Qatar Airways’ award-winning Frequent Flyer Programme – Privilege Club – is the airline’s way of saying ‘thank you’ to our customers for choosing to fly with us.

Now celebrating its 19th year of operation, Privilege Club was named as ‘Best Rewards Programme’ for the Middle East, Asia and Oceania region for the second consecutive year running in the FlyerTalk Awards in 2018.

Featuring four tiers of membership – Burgundy, Silver, Gold and Platinum – the programme offers its loyal passengers aged 18 years and above, and their nominated family members, the opportunity to earn Qmiles when travelling on Qatar Airways, oneworld® airlines, or any of the airlines’ partners.

With a diverse range of exclusive privileges and benefits according to membership tier, Privilege Club members can now benefit from dedicated

“Privilege Club was named as ‘Best Rewards Programme’ for the Middle East, Asia and Oceania region for the second consecutive year.”
member service agents or use a full suite of online tools to redeem Qmiles for complimentary flights, cabin upgrades, excess baggage allowance, and much more.

Qmiles also serve as another convenient means of payment at more than 90 Qatar Duty Free (QDF) outlets, at Hamad International Airport (HIA), and Oryx Galleria in Doha – with a number of exclusive Privilege Club shopping events organised throughout the year.

In 2019, Privilege Club welcomed Vodafone Qatar as its latest programme partner, joining a host of prestigious associates across the retail, hospitality and financial sectors. As part of the ongoing programme enhancements, Privilege Club is also set to offer its younger passengers a new and exclusive frequent flyer experience with the launch of the Oryx Kids Loyalty Programme later this year.
Corporate Responsibility

As an international airline operating across the globe, we recognise the impact our business can have on people, society and the environment.

Our approach to corporate responsibility aligns with national and international standards and goes beyond compliance to foster the greatest potential for positive influence.

Aviation Environment

Climate Change

Qatar Airways supports the international aviation industry’s climate change goals. We continue to invest in the most advanced aircraft technology, while our fuel optimisation programme helps us to improve efficiency and reduce carbon emissions.

Qatar Airways, Qatar Airways Cargo and Qatar Executive remain compliant to the European Union’s Emissions Trading System, and have begun monitoring and reporting carbon emissions for the baseline year of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA).

“Our approach to corporate responsibility aligns with national and international standards and goes beyond compliance to foster the greatest potential for positive influence.”
Noise and Air Quality

Our aircraft feature the cleanest and quietest engine technology, and by monitoring adherence to airport noise abatement procedures and emissions regulations, we align our operations with the environmental and community objectives of airport stakeholders at our global destinations.

Non-Aviation Environment

Environmental Management

Following certification of our core business to the highest level of IATA’s Environmental Assessment Programme, IEnvA, our approach to environmental management is firmly embedded across the group.

Corporate Social Responsibility

Prevention of Human Trafficking

Human trafficking is a crime of exploitation, driven by greed, corruption and opportunism. Every day, men, women and children from every nation are trafficked, funding the fastest growing and second biggest illegal industry globally.

Recognising the positive difference we can make, in October 2018, Qatar Airways sponsored a national forum targeted at combatting human trafficking. Involving the United Nations Office of the High Commissioner for Human Rights; IATA, ICAO, and Airline Ambassadors International, Qatar Airways Group Chief Executive His Excellency Mr. Akbar Al Baker voiced the airline group’s commitment to combat human trafficking globally.

A number of initiatives have been launched to raise awareness about human trafficking, and to train our employees on procedures to report suspicious activity across our network.
Tackling Wildlife Crime

Qatar Airways has a zero tolerance policy towards the illegal trade in wildlife. Through delivering our commitments to the United for Wildlife Transport Industry Declaration, signed in March 2016, we have implemented measures to raise employee and passenger awareness, and to improve detection of illegal activity.

This year saw the launch of a bespoke e-learning package aimed at familiarising employees with the impacts of wildlife crime, the common routes and methods used to smuggle wildlife, and how to report and respond to illegal activity. Qatar Airways became the world’s first airline to meet the requirements of the IATA Illegal Wildlife Trade Assessment.

Through increased awareness and accountability for environmental management, many exciting initiatives are up and running across our business.

- Energy and water saving projects at Qatar Airways’ operational buildings and corporate offices
- Aircraft waste minimisation and recycling projects, including the ongoing reduction of non-recyclable, single-use plastics in our on-board services
- Sourcing healthy, sustainable produce for inflight catering, incorporating environmental, social and ethical considerations
Oryx International School

September 2018 saw the opening of its new, state-of-the-art Oryx International School campus in Mesaimeer. The campus meets the very highest architectural, environmental and design criteria and is a statement to the world that Qatar Airways values its employees and their children. Among the facilities are cutting-edge science and technology laboratories, inspiring performing arts facilities, a 25m indoor swimming pool, five-star sporting facilities and an ultramodern auditorium.

There are more than 90 different nationalities educated at the school and it has the capacity to accept up to 2,000 students aged from four to 18.

“Oryx campus meets the very highest architectural, environmental and design criteria and is a statement to the world that Qatar Airways values its employees and their children.”
Charities in Qatar

The airline supports a number of Qatar-based good causes.

These include Shafallah, a charity that provides educational and rehabilitative services to persons with learning difficulties and autism who are under 21 years of age; MADA, who work with people with difficulties to assist them in their daily tasks and long-term goals with practical Information and communication technology solutions that permit their accomplishments to be limitless;

Qatar Orphans Foundation, Dreama which aims to provide an integrated Islamic system of care and shelter for orphans in the State of Qatar through experience, research and consultation to achieve family development and social solidarity; and the Qatar Charity, founded to provide life-saving assistance to children affected by conflicts of natural disasters, but now involved in various humanitarian and development aid fields.

Worldwide Charities

Educate A Child

Educate A Child is a global programme that aims to significantly reduce the number of children worldwide denied their fundamental right to education; an extension to the mandate of Her Highness Sheikha Moza bint Nasser of Qatar, as UNESCO Special Envoy on Basic and Higher Education, a United Nations Millennium Development Goal Advocate and a Steering Committee member of the then UN Secretary-General Ban Ki-moon's Global Education First initiative.

Qatar Airways pledged its support to Educate A Child to bring quality primary education to millions of out-of-school children.

The airline provides support through its comprehensive suite of communication platforms beneficial in reaching a wide global passenger base to inform and showcase the initiative, including in-flight entertainment systems, in-flight magazines, web site and social media channels, as well as financial donations collected both on board and online as well as monetary contributions from the airline.

The International Centre for Sport Security (ICSS)

The ICSS is an independent non-profit organisation that is a globally renowned and respected leader in sport safety, security and integrity. It plays an increasingly integral role in addressing critical issues in sport, such as corruption, betting fraud and transparency, as well as issues relevant to event safety and venue security.

Qatar Airways has collaborated with Save the Dream in various international activations, including the ICSS Save the Dream event in New York and the Save the Dream Week in Italy. Those events addressed important topics related to sports safety and displayed commitment to the growth of underprivileged children through sports.

Orbis

Qatar Airways has proudly been the Official Airline of Orbis UK, a global blindness prevention charity,
Orbis is an international NGO that transforms lives by working to eliminate avoidable blindness and visual impairment. There are 285 million people in the world who are blind or visually impaired, yet a staggering 80 per cent of eye conditions can be prevented or cured. As the Official Airline of Orbis UK, Qatar Airways flies medical volunteers on duty to the airline’s worldwide destinations.

His Excellency Mr. Akbar Al Baker is on record as saying: “Qatar Airways believes that global aviation acts as a bridge between communities and people and we are delighted to be able to support causes that affect individuals across every continent.

We are proud to offer our support to Orbis UK to help ensure that it can continue to make a significant difference in maintaining and restoring sight to even more people around the world.”
The Qatar Airways Group Annual Report covers the period 1 April 2018 to 31 March 2019. The scope of this report includes Qatar Airways, Qatar Airways Cargo, Qatar Executive, Qatar Aviation Services, Qatar Aviation Catering Company, Qatar Duty Free, Qatar Distribution Company, Internal Media Services, Al Maha and Dhiafatina Hotels. Reporting includes activities undertaken in Qatar as well as flights to and from international destinations.